pNjDžþĭlƐ hyDžFШ

hŭþƐqŪƐ !Njŧyl̸ƐNj qFTƗ5ŪƐ hĭŧl

hDžFyl̸Ɛ ɣþƐqŪƐ !ƨ5

الأنماط القيادية للمديرين وأثرها في دعم إدارة المعرفة من وجهة نظر العاملين في الجمعية العلمية الملكية الأردنية

The mangers' Leadership Styles and their Effect on knowledge management Support from the Jordanian Royal Scientific Society Employees Perspective

qƐqøøøYƋ

رشــا محمد أمين جـنــزيــر

2012370026

إشــراف الأســتــاذ الــدكتـــور أحمد الشياب

(hDžFY ɣþƐqŪƐ) ţ TƆŧlƐ üʂΘ

2013- DžqþŬƐ

الأنماط القيادية للمديرين و أثرها في دعم إدارة المعرفة من وجهة نظر العاملين في الجمعية العلمية الملكية الأردنية

إعداد

رشا محمد جنزير

بكالوريوس ،إدارة أعمال ، كلية الاقتصاد والعلوم الإدارية ،2008

قدمت هذه الدراسة استكمالاً لمتطلبات الحصول على درجة الماجستير

في الإدارة العامة – جامعة اليرموك ، إربد ، الأردن

أعضاء لجنة المناقشة

الأستاذ الدكتور أحمد محمد سعيد الشياب .... مشرفاً ورئيساً

الأستاذ الدكتور نعيم عقله نصير ....عضواً

الدكتور حسن محمد العيسى ....عضواً

الإهـــداء

إلى من يسعد قلبي بلقياها

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

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[illegible]

[illegible]

[illegible]

الشكر والتقدير

ϴƙæǸǭƮǮǩƗ ƻ ƸǶə

ǶϴƻƬǁƐ	njǋƗϴǅǁƐ

üǋǓƐ üƬƻǁƐ

[illegible]

[illegible]

[illegible]

[illegible]	[illegible]	[illegible]
9	[illegible]	(1)
10	[illegible]	(2)
14	[illegible]	(3)
68	[illegible]	(4)
69	[illegible]	(5)
71	[illegible]	(6)
72	[illegible]	(7)
74	[illegible]	(8)
75	[illegible]	(9)
77	[illegible]	(10)
78	[illegible]	(11)
80	[illegible]	(12)

82	Ƨǜǒʓǩdž! Ǘǜƶǐǩ "Ƙ" ƧǴǜǐǩƤƒĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ Ƨǜǒʓǩdž! Ǵǜƶǐǩ Ƚǜǒǂǈdž!ƒ Ƚǜǒdžǈƶ!ƒ Ƚǜǒƶdžƞ!ƒ Ǒǜ5 ǉþǴƪǜ!ƒ ȽǜǒþǴǒl!ƒ ƱǴǜdžǉǕ Ʃǉƞ!ƒ Ʃǉƞ!ƒ	(13)
83	ǐþǴǜơǕƒ ǇǒǴǜǐǩ!ƒ ýǜǒǈơǩĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ Ƨdžƶ!ƒ Ƨǒʓǩdž! Ǵƶǐǩ Ƚǒǂǈdž!ƒ Ƚǒdžǈƶ!ƒ Ƚǒƶdžƞ!ƒ Ǒ5 ǉþǴƪ!ƒ ȽǒþǴǒl!ƒ ƱǴdžǉǖ!	(14)
84	Ƨdžƶ!ƒ ƧλǕȽǒ5T ȽlǒƧƱǐ ȽǒþƶǐǑ!ƒ ƘǴǉƧǴldž!ƒ	(15)
85	ǐþǴǜơǕƒ ǇǒǴǜǐǩ!ƒ ýǜǒǈơǩĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ Ƚǜƶǒǐ Ʊ Ƨǜǒʓǩdž! Ǵǜƶǐǩ Ƚǜǒǂǈdž!ƒ Ƚǜǒdžǈƶ!ƒ Ƚǜǒƶdžƞ!ƒ Ǒǜ5 ǉþǴƪǜ!ƒ ȽǜǒþǴǒl!ƒ ƱǴdžǉǖ! ýdžƶ!ƒ	(16)
86	ýdžƶ!ƒ Ƚƶǒǐ Ʊ ƧλǕȽǒ5T ȽlǒƧƱǐ ȽǒþƶǐǑ!ƒ ƘǴǉƧǴldž!ƒ	(17)
87	ƱǴǜǜdžǉǖ! "Ƙ" ƧǴǜǜǐǩƤƒĂ ȽǜǜǒƧǴǒƶdž!ƒ ƘǴǜǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜǜơ!ƒ ƘǴƱǜǜƪĂǩdž!ƒ Ǒdžǈƶ!ƒ ýǋƋdž!ƒ Ƨǒʓǩdž! Ǵƶǐǩ Ƚǒǂǈdž!ƒ Ƚǒdžǈƶ!ƒ Ƚǒƶdžƞ!ƒ Ǒ5 ǉþǴƪ!ƒ ȽǒþǴǒl!ƒ	(18)
88	ǐþǴǜơǕƒ ǇǒǴǜǐǩ!ƒ ýǜǒǈơǩĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ ƘƒĂǉǜƪ Ƨǜǒʓǩdž! Ǵǜƶǐǩ Ƚǜǒǂǈdž!ƒ Ƚǜǒdžǈƶ!ƒ Ƚǜǒƶdžƞ!ƒ Ǒǜ5 ǉþǴƪǜ!ƒ ȽǒþǴǒl!ƒ ƱǴdžǉǖ! ȽdžþƤ!ƒ	(19)
89	ȽdžþƤ!ƒ ƘƒĂǉƪ ƧλǕȽǒ5T ȽlǒƧƱǐ ȽǒþƶǐǑ!ƒ ƘǴǉƧǴldž!ƒ	(20)
91	þƒƧǜ5ƊǅƒƧŬ "Ƙ" ƧǴǜǐǩƤƒĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ Ƨǜǒʓǩdž! Ǵǜƶǐǩ Ƚǜ5Ƨƶdž!ƒ lƧƒþǫ ƘǴǜǐǈƱǩdž ǄƒþƤǩǜƪƒ ăĂǩƪǜdž ýĂǜơ Ƚǜǉǒƶ!ƒ Ʃǉƞ!ƒ	(21)
92	þƒƧǜ5ƊǅƒƧŬ "Ƙ" ƧǴǜǐǩƤƒĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ Ƨǜǒʓǩdž! Ǵǜƶǐǩ Ƚǜ5Ƨƶdž!ƒ lƧƒþǫ ƘǴǜǐǈƱǩdž ǄƒþƤǩǜƪƒ ăĂǩƪǜdž ýĂǜơ Ƚǜǉǒƶ!ƒ Ƨdžƶ!ƒ	(22)
93	Ƨdžƶ!ƒ ƧλǕ Ƚǒ5T ȽlǒƧƱǐ ȽǒþƶǐǑ!ƒ ƘǴǉƧǴldž!ƒ	(23)
94	þƒƧǜ5ƊǅƒƧŬ "Ƙ" ƧǴǜǐǩƤƒĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ Ƨǜǒʓǩdž! Ǵǜƶǐǩ Ƚǜ5Ƨƶdž!ƒ lƧƒþǫ ƘǴǜǐǈƱǩdž ǄƒþƤǩǜƪƒ ăĂǩƪǜdž ýĂǜơ Ƚǜǉǒƶ!ƒ ýdžƶ!ƒ Ƚƶǒǐ Ʊ	(24)
95	þƒƧǜ5ƊǅƒƧŬ "Ƙ" ƧǴǜǐǩƤƒĂ Ƚǜǒ ƧǴǒƶdž!ƒ ƘǴǜ5ƒƧơǉŬƒĂ ȽǒǐǴƪǜơ!ƒ ƘǴƱǜƪĂǩdž!ƒ Ƨǜǒʓǩdž! Ǵǜƶǐǩ Ƚǜ5Ƨƶdž!ƒ lƧƒþǫ ƘǴǜǐǈƱǩdž ǄƒþƤǩǜƪƒ ăĂǩƪǜdž ýĂǜơ Ƚǜǉǒƶ!ƒ Ǒdžǈƶ!ƒ ýǋƋdž!ƒ	(25)

96	þƒƧὺ5D ƇƒƧǓ "Ƙ" ƧǴὺhkƤƒĂ Ɨὺŏ ƧǴŏƶdž!ƒ ƘǴὺ5ƒƧơǉǕƒĂ ƗŏhǴʅὺơ!ƒ ƘǴƱὺʅĂkdž!ƒ Ƨὺŏǯkdž! ǴὺƶhkƗὺ5Ƨƶdž!ƒ lƧƒþǫ ƘǴὺhƱkdž DžƒþƤkὺʅƒ ăĂkʅὺdž ýĂὺơ Ɨὺǉŏƶ!ƒ ƗdžþƤ!ƒ ƘƒĂǉʅ	(26)
97	Ɨὺŏþǵŏl!ƒ ƱǴὺdžǉǕƒ Ƨὺʎ Ɨὺʅƒ Ƨþ! þþὺƶkdž!ƒ ƧƒþὺơǉǕƒ Ɨὺ!þǴƶdž ƨὺŏhƱk ǋǴὺkǉ ý‡‡ Ɨ5Ƨƶdž!ƒ lƧƒþǫ ýǴɳdž ǏǃƵ	(27)
99	Ǐὺ ǃƵ Ɨὺŏþǵŏl!ƒ ƱǴὺdžǉǕƒ Ƨὺʎ Ɨὺʅƒ Ƨþ! þþὺƶkdž!ƒ ƧƒþὺơǉǕƒ Ɨὺ!þǴƶdž ƨŏhƱk ǋǴkǉ Ɨ5Ƨƶdž!ƒ ƔǴʅk‡ƒ þƶǸ	(28)
101	Ɨὺŏþǵŏl!ƒ ƱǴὺdžǉǕƒ Ƨὺʎ Ɨὺʅƒ Ƨþ! þþὺƶkdž!ƒ ƧƒþὺơǉǕƒ Ɨὺ!þǴƶdž ƨὺŏhƱk ǋǴὺkǉ Ɨ5Ƨƶdž!ƒ ǇŏƨƤk þƶǸ ǏǃƵ	(29)
103	Ǐὺ ǃƵ Ɨὺŏþǵŏl!ƒ ƱǴὺdžǉǕƒ Ƨὺʎ Ɨὺʅƒ Ƨþ! þþὺƶkdž!ƒ ƧƒþὺơǉǕƒ Ɨὺ!þǴƶdž ƨŏhƱk ǋǴkǉ Ɨ5Ƨƶdž!ƒ ýlǉ þƶǸ	(30)
104	Ǐὺ ǃƵ Ɨὺŏþǵŏl!ƒ ƱǴὺdžǉǕƒ Ƨὺʎ Ɨὺʅƒ Ƨþ! þþὺƶkdž!ƒ ƧƒþὺơǉǕƒ Ɨὺ!þǴƶdž ƨŏhƱk ǋǴkǉ Ɨ5Ƨƶdž!ƒ ƨŏhƱk þƶǸ	(31)

[illegible]

[illegible]	[illegible]	[illegible]
117	[illegible]	(1) [illegible]

[illegible] (2013), [illegible]

الملخص

[illegible]

[illegible] (123) [illegible] (80) [illegible] (%65) [illegible]

[illegible] Spss [illegible]

[illegible]

ƘǴpĂƧ5 ƥĂƞĂ ǻƥƵĂ , (Ʃǉƞǃƒ) ƧŏƺƙǆǃĿŏƑǴƬơǫ ĿǃŮƥ ƘƒƦ ƾĂƧ5 ƥĂƞĂ ǻƥƵ ǇŏǚƙĂ ,(ĿǆƥƤǃƒ

ƔǴƪƙǂƒ ƥǴƶǶ ýĂơ ĿǉŏƶǃƒƥƒƧ5ǶǷƒƧƈ Ŏ5 (0.05≥α) ĿǃŮƥǃƒ ǎĂƙƪǆ ƥǉƵ ĿŏƑǴƬơǫ ĿǃŮƥ Ƙƒƨ

ƘƒĂǉƪ ÜŎǆǚƶǃƒ ýǋƋǆǃƒ ÜƩǉƞǃƒ ƘƒƧŏƺƙǆǃ ǎƨƶƙ ĿŏǉƥƧŰƒ Ŀŏǂǚǆǃƒ ĿŏǆǚƶǃƒĿŏƶǆƞǃƒ Ŏ5 ĿƼƧƶǆǃƒ

ǀƥǴŏǃǃƒ ƠǴǆǉŰ ĿŏƑǴƬơƒĿǃŮƥ ĂƦ ǻǴǋ ƧǶ ƥĂƞĂĂ , ýǆƶǃƒĿƶŏǚƠ ÜŎƼŏƲĂǃƒ Ǐǆƪǆǃƒ Ü ĿǆƥƤǃƒ

.Ŀŏǂǚǆǃƒ Ŀŏǆǚƶǃƒ Ŀŏƶǆƞǃƒ Ŏ5 ĿƼƧƶǆǃƒ ǀƧƒƥǫĂ ǻƵƥ Ŏ5 ĿǆƥƤƙƪǆǃƒ

ƔŏƧƥǚ ǀƧƒƥŬƒ ǻǴǆƙǋƒ ǀƧĂƧư ǚƺƢƑǋǁ ǀƑǏƬǋǁ ǻǇǇ ȚƢƔ ǚƨƐƥƢǁ ǀǈƢƽ ƛƏƑǁ ƅǋƬ Ǐƺǋ

ǀƥǴŏƨ ĿƬƬƤƙǆ ĿŏǚŏƧƥƙ ƘƒƧĂƥǚ ǻǋǫƥǴơǃǫ ýǘƤ ǇǆǆĿŏƧǴǂǚŮƒ ǻǋǩƒƧǴǋǆǆ ƧŏĂƠƙ ǏǃƵ ǴǋŏƥǃǇŏǃǆǴƶǃƒ

ƘƒƥƞƙƪǆǃǴǚ ǻǋǆǆűƵŨ ĿŏǆǚƵ ƘƒĂƥǉǚ ĿǂƧǴƬǆǃƒĂ ǇŏƽƲĂǆǃƒ ƴŏǆƞǃ ĿŏǚŏƧƥƙ ƘƒƧĂƥ ƥǀƵ , ǻǋǩǴƵƒƥǚǫ

ǀƥǴǀǃƒ ǎƥǃ ǀƥĂƞĂǆǃƒ ĿŏǉǆưǃƒĿƼƧƶǆǃƒ ǇǆǆǀƥǴƽƙŮƒĂ ĿƼƧƶǆǃƒ ƘǴŏǆƵ ǻƵ ƔŏǃǴƪǶ ƧŏĂƠƙ , ĿŏƼƧƶǆǃƒ

ýŏǆƞǃǃ ĿơǴƙǆ ĿƶƪƒĂ ĿŏƼƧƶǆ ǀƥƵǴp Ǐǃƒ ǀƥǴǀǃƒ ǇǆǆĿŏǉǆưǃƒ ĿƼƧƶǆǃƒ ýǀǉ ƻƥǚ ǴǋǀŏƛĂƙĂ ǇŏŏǃǴơǃƒ

ĿpŭƶǃƒƘƒƦ ƘƒƧưǴơǆǃƒĂ ƘƒĂƥǉǃƒĂ ýǆƶǃƒ ƫƧĂ Ŏ5 ĿǂƧǴƬǆǃǃ ĿŏƶǆƞǃƒƜƧǴƤ ǇǆǆƇƒƧǶƤ ǀĂƵƥ,

ǎĂƙƪǆ ƧŏĂƠƙǃ ĿƼƧƶǆǃƒ ǀƧƒƥŰ ƘǴǆƲǉǆǃƒ Ŏ5 ǴǆǀƶǃƒƘƒƧƒƥŰƒ ýǚǫ ǇǆǆƧǚǂǶ ĿŏǆǉǶ ƇǴƠƵǶ ,ĿƼƧƶǆǃǴǚ

. ǴǋŏƥǃƥƧƒĂǆǃƒĿŏƞǴǆǃǫ

ĿŏǂǚǆǃƒĿŏǆǚƶǃƒ Ŀŏƶǆƞǃƒ , ĿƼƧƶǆǃƒ ǀƧƥƒ , ĿŏƥǴǀǃƒ ƠǴǆǉŰƒ : ǚƛƟƑĿƵǇǁ ǀƑǇǂǁ

üŇǰŬ ü TƸǁɛ

ƕ ƨ ɛ ƥ ơ ǂǁ !Ƒ ƴǁ ɛ ƥ Ƒ Ư Ǖ ɛ

:ƕ ƊǅơşƊǅǁɛ 1 - 1

ƥöƥƶ!ƒ ƽǤƽƙƒ ǇƊǆ ƊǆƩƧ!ƒ ǏǁƵǍ ǙƊǆƥǀ!ƒ ƦǇǆǆ Ɗǆ!ǤƶǁƧ Ƙǁ Ƹ Ƭ Ǒƙ!ƒ ƘǤƵǍ ư Ǎƌǆ!ƒ ǇƊǆ ǀƥǤöǀ!ƒ ƥƶƙ

ǘǤùƊǆƵǕƒ Ƚ ù Ƒöƕ ǇƎ ù 5 ǙȽ!ǤƶƼ!ƒǍ ǀƌƼȽ!ƒ ǀƥǤöǀ!ƒ ƘǤöƞöƙƒƧƙƪƒ ǏǁƵ ǇǑƪƧƒƥ!ƒǍ ǇǑǅơǤƕ!ƒ ǇùƊǆ

ǘùƊǆ ƊǆƑƒƥù!ƒ ƻ ù ö Ƚƙ!ƒ Ǒ5 ƧƒƧƊǆƙƪǕƒ ǀƧǍƧư Ǐ!ǫ ǘǤƊǆƵǕƒ ƘǤƪƪƌƊǆ ƘƶƼƥ ǀƧöƺƙƊǆ!ƒǍ ȽǁƵǤƼƙƊǆ!ƒ

Ǥ ù ƊǆƊǆ ǙǤǌƑǤǀƕ ǇǤƊǆ ư ! ǀƥöƥƞ!ƒ ƘǤƵƒƥƕǕƒǍ ƘƒƧȽƙƕƊǆ!ƒ ȽƕƧƞƙǍ ǤǌƵǤ ư ǍƊ ǘöƥƶƙǍ ǙȽöƑöƕ!ƒ ƘƒƧöƺƙ!ƒ

Ƚ ù ö ƊǆƧǌ!ƒ ǘȽǤöǌ!ƒ ǇƵ ǏǁƤƙƙǍ ƘƒƧǍƮƙ!ƒ ǇƦǌ ǘƊǆ ƊǆǤƒǍƙƙ ǀƥǤöǀ! ǀƥöƥƞ ǛƦǤƊǆǇ ǇƵ Ƚ ơ ƕ!ƒ ǤǁƮƙö

,ǑǁƕǀƙƪùƊǆ!ƒ ǋǇùƞǍƙ!ƒǍ ǀǤ Ǥù5Ƚ!ǤƕǀƨöƊǆƙƊǆ!ƒǍ Ƚ ù ǇƧƊǆ!ƒ Ƚ ù ö Ɗǆ ö ƲǇƙ!ƒ Ɗǆ ö ƊǆǤ Ƭ ƙ!ƒ ǏǇƕƙƙ ǇƊǍ ǙȽöƥöǁǀƙ!ƒ

ǎƎƧƕ ƊǆǌǍ!ƒǍơ ǇƊǆ Ʃ Ǥ ù Ǉ!ƒ ǛǤǇƥǫ ǏǁƵ ǇǍǁƊǆƶö ǀƥǤƥ Ǐ!ǫ ǘƕ ǙǇöƧöƥƊǆ Ǐ!ǫ ȽƞǤơƕ ƘǤƊǆƱǇƊǆ!ƒ ƥƶƙ Ɗǆǁ5

.(2008ǙǑƵƧƧƊǆ) ǛƪǤǇƊǆ!ƒ ƧööƺƙƒȽ ƒƥơǕ ǤǌƙǤƪƧǍ ƊǆǌƙǤƊǆƱǇƊǆ

, ǇƊǆƶ!ƒ) ǀǍ ر ƛǁ! Ƚ ɨ ǍȽƊǆ!ƒ Ƚ ɨ ƥö!ǀƙ!ƒ ǙǤƙ ɨ Ǖƒ صرǤǇƵ ǏǁƵ ǀ ر صرǤƶƊǆ!ƒ ǀ ر Ǉǆ!ƒ Ƙ ر ƺö تح ƥp!

ƒƦǌ ǇƊ ب ǘǍpǁ! ǁ!Ʀ Ƙƥƶƙǅ Ǚ "Ƚ5 ر ƶƊǆ!ƒ" ǍǇǌ ƥöƥƞ ر ƬǇƵ Ƚ5 ǤبضǁƵ ǁ!ƦǍ (ǘǤƊǆ!ƒ ƩƊǆƧ ,Ƚö!ǍǕƥƒǍƊǆ!ƒ

Ƚ ɨ ƥǤƬƙpǕƒ ȽƊǆ!ǍƶƊǆ!ƒ) ǀ صرǤ ù ù ƶƊǆ!ƒ ƘƒƧǍƮƙ!ƒ ǘ مǤ ƬǍƬ خ ǙǤƙ ɨ Ǖƒ Ǒ5 ƊǆǇǕƒ ǍǇǌ لمǤƶ!ƒ

ƘǤƊǆƱǇƊǆ!ƒ ǇƊǆ Ƨö ƛ Ƚ!ƒ ǘ5ƥǍǙȽ5 ر ƶƊǆ!ƒ ǀƧƒƥƎƕ ƊǆǤƊǆƙǇǕƒ ƨ زƵ Ǥǆ مـ .(Ƚöƞ Ǎ!ǍǇƽƙ!ƒǍ ȽöƵǤƊǆƙƞǕƒǍ

ǍƊǆǇ!ƒ ǇǤƊǆ ư Ǎ Ƚöƪ5ǤǇƙ!ƒ ǀƨöƊǆ!ƒ ƽöǁǀƙ! Ƚöƞöƙƒƙƪƙ Ƚ ƽƶƊǆ!ƒ ǀƒƥƲ ƥǤƊǆƙƵƒ Ǐ!ǫ ȽöƒƥǕƒ

.ƒƧƒƧƊǆƙƪǕƒǍ

ǘƊǆ ƻ ö Ƚƙǁ! ǀƧ Ƭ ǤƶƊǆǍ Ƚ5ƥǤǇ ȽöƧƒƥǫ ȽǁöƪǍǍ ǙƊǆǍö!ƒ ƘǤƊǆƱǇƊǆ! Ǒǁöǁơ!ƒ Ǜ Ƭ ƶ!ƒ Ƚ5ƧƶƊǆ!ƒ ƥƶƙ

ƨöƊǆƙ!ƒ ƽöǁơƙǍ ǀǍƧƛ!ƒ ƽǁǏ Ǒ5 ȽöƊǆǇƊ ƧƛȽǕƒ ƥƧǍƊǆ!ƒ Ǒǌ Ƚ5ƧƶƊǆ!ƒ ǇƊ ƦǤ ǙƧ Ƭ ƶ!ƒ ƘǤǤǁƮƙƊǆ

.(2010

2-1

3-1

4-1

ب-

5-1

(0.05≥α)

(0.05≥α)

ýďžƒĂžǁ! ǁžŀƙ ŀŏǉþƨŰƒ ŀŏǂǁďž!ƒ ŀŏďžǁž!ƒ ŀŏžďžɳ!ƒ Ŏ5 (ŀ5ƨžďž!ƒ ƽŏŀƱƙĂ Üŀ5ƨžďž!ƒ ýǀǉĂ Üŀ5ƨžďž!ƒ

Þ(ǀƨŀƤ!ƒ ƘƒĂǉƪ ,Ŏďžǁž!ƒ ýǊƋďž!ƒ ÜŎƽŏƱĂ!ƒ Ǐďžƪďž!ƒ Üƨďžž!ƒ ÜΣǉɳ!ƒ)ŀŏƽŏƱĂ!ƒĂ ŀŏƮƤƬ!ƒ

ǅƒþƤƙƪŬ (0.05≥α) ŀ!Ŭþ!ƒ ăĂƙƪďž þǉƶ ŀŏƑƮơǫ ŀ!Ŭþ ĂƦ ƨƛ ǁǉǊ ýǊ: ƨǅƑƍǁ üƐƊƨǁ

ÞŀŏǉþƨŰƒ ŀŏǂǁďž!ƒ ŀŏďžǁž!ƒ ŀŏžďžɳ!ƒ Ŏ5 ŀ5ƨžďž!ƒ ǀƨƒþǫ ǅƶþ Ŏ5 ŀƪƨďžďž!ƒ ŀŏþǀŏǀ!ƒ ƱďžǉŰƒ

: ŀƨƐþƍǁƐ ŀƤǊǅǅ 5-1

ƱďžǉŰŀ ýƛďžƙŏĂ , ýǀƙƪďž!ƒ ƨŏʓƙďž!ƒ ǇďžǇĂǂƙŏ ǐƦ!ƒĂ ŀƪƒƨþ!ƒ ƜƦĂďžǉ (1) ǅþƨ ýǂƬ!ƒ Ǉŏŀŏ

Üŀ5ƨžďž!ƒ ǇŏƨƤƙ Üŀ5ƨžďž!ƒ ƔƪƙǂƒÞ ýďžƬŏĂ ŀ5ƨžďž!ƒ ǀƨƒþǫ Ǉďžưƙŏ ǐƦ!ƒ ýŀƙ!ƒ ƨŏʓƙďž!ƒĂ ŀŏþǀŏǀ!ƒ

ŀŏƮƤƬ!ƒ Ƙƒƨŏʓƙďž!ŀ ýƛďžƙďž!ƒĂ ƱŏƪĂ!ƒ ƨŏʓƙďž!ƒ ǇƊ Ǉŏơ Ŏ5 (ŀ5ƨžďž!ƒ ƽŏŀƱƙ Üŀ5ƨžďž!ƒ ýǀǉ

.(ǀƨŀƤ!ƒ ƘƒĂǉƪ ,Ŏďžǁž!ƒ ýǊƋďž!ƒ ÜŎƽŏƱĂ!ƒ Ǐďžƪďž!ƒÜƨďžž!ƒ ÜΣǉɳ!ƒ)Ǉďžưƙŏ


متطلبات إدارة المعرفة
اكتساب المعرفة
تخزين المعرفة
نقل المعرفة
تطبيق المعرفة
النمطالقيادي
الديمقراطي
الأوتوقراطي
الحر
المتغيراتالشخصية
الجنس
العمر
المسمى الوظيفي
المؤهل العلمي
سنوات الخبرة

(1)

: ƚƨƐþơǁƐ ƚĭǕNJǜŽ 6-1

: ƚƨƐþơǁƐ ƒNjǂƨƈ 1-8-1

: ŎǃǛǃƒ ĂƠǉǃƒ ĬǃƵĂ ƘǛǉǛǃƒ ƴǜη Ŏ5 ƧþǛƬǜǃƒ ǇǜǇŏƵĂǉ ĬǃƵ þǛǜǃƵŰƒ ǄǃǇ

ƘƒƦ ƘǛǁþŰƒĂ ƗǃǁǛƪǃƒ ƘǛƪƒƧþǃƒĂ ƘŰǛǃǜǃƒĂ ƔǃǂǃƒĬǃƵ þǛǜǃƵŰƒ ǄǃǇ :ƚĭNjǜǄǃ þơƑƬǅŽ -أ

.(ƘǉƧǃǉŰƒ) ƗŏǃĂþǃƒ ƘǛǜĂǃƶǜǃƒ ƗǂǁƬĂ ƘǛŏƧĂþǃƒĂ Ɨƪƒƨþǃƒ ƳĂưĂǜǁ ƗǃƬǃƒ

ƽŏǀƠǃǃ Ƙǜǜǜ Ƭ Ŏǃǃƒ Ă ƘǛǉǛǃǃƒ ƴǜη Ŏ5 ƗǉǛǁǃƪŰƒ ĬǃƵ þǛǜǃƵŰƒ ǄǃǇ : ƚĭǁNjƈ þơƑƬǅŽ-ب

.ƗƪƒƧþǃƒ ƻƒþNjǅ

:ƚƨƐþơǁƐ ǓǅŽƗǕǅŽ 2-8-1

ƗŏǂǃǜǃƒƗŏǜǃƶǃƒ ƗŏƶǜηǃƒŎ5 ǛǃǛǉƒĂ ƪƧĂǂƦ ǇŏǃǜǛƶǃƒƴŏǜη ǇǜǜƗƪƒƧþǃƒƴǜǃηǜ ƻǃǂŏ

ƗŏǉþƧŰƒ ǜǛƶǃ 2013 البالغ عددهم (400) موظفاً وموظفة ƚǃǃǜ þǃǃƴŏƨĂǃ (123) ƗǉǛǁǃƪƣ ممن لهم

ƗŏǃŏǓĂǃƒ ƘǛŏǜƪǜǃƒ ĭĂƦ ǇǜǜĂ علاقة مباشرة في عملية دعم ادارة المعرفه أو الأستفادة منها

,ƗǉǛǁǃƪƒ (80) ǃþƧǃƪǜǃƒ ƘǛǉǛǁǃƪŰƒ þþƵ Ʃǃǃ þǃĂ ,(ƻǓĂǜ, ǜǃƪƿ Ʃ ŏƑƧ , ǃþƠĂ ƴĂƌƪǜ ,Ƨŏþǜ)

ƴǜǃηǜǃƒ ƠưĂŏ (1) ǜƿƧ ƴĂþηǃƒĂ ƗǉǛǁǃƪƒ (43) ǃþƧǃƪǜǃƒ Ƨŏƹ ƘǛǉǛǁǃƪŰƒ þþƵ Ʃǃǃ ǇŏƠ Ŏ5

.ƗǉŏƶǃƒĂ

(1) [illegible]

[illegible]

[illegible]		[illegible]	[illegible]	[illegible]
[illegible]	[illegible]			[illegible]
3	9	12	12	[illegible]
0	5	5	5	[illegible]
1	3	4	4	[illegible]
1	10	11	11	[illegible]
[illegible]				
3	4	7	7	[illegible]
3	5	8	8	[illegible]
3	4	7	7	[illegible]
3	2	5	5	[illegible]
4	5	9	9	[illegible]
5	3	8	8	[illegible]
[illegible]				
2	9	11	11	[illegible]
4	3	7	7	[illegible]
1	2	3	3	[illegible]
[illegible]				
5	5	10	10	[illegible]
2	4	6	6	[illegible]
1	4	5	5	[illegible]
2	3	5	5	[illegible]
43	80	123	123	[illegible]

[illegible]:

[illegible] (80) [illegible] (2) [illegible]

[illegible]

[illegible] (2) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	
57.5	46	[illegible]	[illegible]
42.5	34	[illegible]	
33.8	27	[illegible] 30 [illegible]	[illegible]
36.3	29	[illegible] 40-31 [illegible]	
30.0	24	[illegible] 41 [illegible]	
28.8	23	[illegible]	[illegible]
40.0	32	[illegible]	
31.3	25	[illegible]	
58.8	47	[illegible]	[illegible]
41.3	33	[illegible]	
21.3	17	[illegible] 5 [illegible]	[illegible]
33.8	27	[illegible] 10-6 [illegible]	
45.0	36	[illegible] 10 [illegible]	
100.0	80	Total	

[illegible] :

أ- [illegible]

[illegible]

[illegible].

ب- [illegible]

[illegible].

[illegible] - [illegible] .

3-8-1 [illegible] :

[illegible]

[illegible]

[illegible] :

[illegible] :

- [illegible] : [illegible].
- [illegible] : [illegible] (25 [illegible]) و (26-30 [illegible]) و (31-40) [illegible] 41 [illegible]).
- [illegible] : ([illegible]) و ([illegible]) و ([illegible]) و ([illegible]) .
- [illegible] : [illegible].
- [illegible] : [illegible] (3-5 [illegible]) و (6- [illegible]) و (10 [illegible] 11) [illegible].

- [illegible] (9,8 ,7 ,6 ,5 ,4, 3, 2,1) [illegible] (16, 15, 14, 13, 12,11, 10) [illegible] 24 , 23,22,21 , 20, 19,18, 17) [illegible] (25, [illegible]

- [illegible] 9,8 ,7 ,6 ,5 ,4, 3, 2,1) [illegible] (12,11, 10, [illegible] (18,17, 16 , 15, 14, 13) [illegible] (23,22,21 ,20, 19) [illegible] (31, 30, 29,28,27,26, 25,24) [illegible]

4-8-1 [illegible] :

[illegible] (123) [illegible] (80) [illegible] .

: ƕƨƐƥƍǁƐ ƔƐƍƉǴ ƕƬƑƍǁƐ ƖƐƥƑǴƗƍǗƐ

: ƔƐƍǗƐ ƻƍƬ 5-8-1

ƗǇǴƘƙǗƒ ǴǊǚǍƙơƙ ǑƘ!ƒ ƘƒƧǴƶ!ƒ ǇƊ Ǉǉ ƥƗƌƘ!ƒ ýǘƤ Ǉǉ ǁ!ƦǍ :ăƥǇƑưǁƐ ƻƍƬǁƐ :ǗǋǨ

.ƗƥƥƕƘǴǇǴǑƕ!ƒ ƴǉƞ Ǐ!ƒ ǐƥƌƘ ǇƊ ǴǊǇǴƗǉƷƕ

ƗƖƒƧƥ!ƒ ƥǴƶƕƊ ǇƵ ƗǇǴƘƙǗƒ ƘƒƧǀ5 ƧǑƶƘ ăƥǉƕ ýƛǉƘǒ ǐƦ!ƒǍ : ǋǋƗƟǄǁƐ ƻƍƬ : ƑǔƑƘ

ƘƒƧǴƶ!ƒǍ ƘƒƧǀ5!ƒ Ǒ5 ƽǒƥƥ ýƗƬƕ ƗǇƛǉǉ ƗƖƒƧƥ!ƒ ƥǴƶƕƊ ýƗ ǇƊ ƥƗƌƘ!ƒ ýǘƤ Ǉǉ ǁ!ƦǍǗ

.ƗƕƖǴǇǉ ƖƧǍƬƕ

ƗƑǑǋ ǅǴưƵƊ Ǉǉ ǇǑǉƗơǉ!ƒ Ǉǉ ƗƘƖ ǏǁƵ ǴǊưƧƶƕ ƗƛơǴƕ!ƒ ƘǉǴƥ ƯƧǅ!ƒ ƒƦǋ ƽǒǀơƘ!Ǎ

ƗǒƧƒƥǗƒ ǄǍǁƶ!ƒǍ ƥǴƬƘƥǗƒ ƗǒǁƗ Ǒ5 ýǴǉƵǕƒ ǀƧƒƥƺǍ ƗǉǴƶ!ƒ ǀƧƒƥǗƒ Ǒǉƕƥ Ǒ5 ƩǒƧƥƘ!ƒ

ƘƒƧǀ5 ǇǴƞƘ ǄǋƧǁǇ ƘǴǊƞǍǍ ǄǋƑƧǆ ƳǘƟƘƖƒǍ ǴǊǉǑƗơƘ ƻƥǊƕ ǁǍǉƧǑ!ƒ ƗƶǉǴƞ Ǒ5

ƘǘǑƥƶƘ!ƒ ǅƒƧƞǅ ǄƘǍ , ƗƖƒƧƥ!ƒ ƘƒƧǑƺƘǉ ƩǴƥ ǏǁƵ ǴǊƘƧƥ ƗǑơ Ǉǉ ƗǇǴƘƙǗƒ

. ǴǊǻƒƥǋƊ ƽǒǀơƘ ýƞƊ Ǉǉ ƗǇǴƘƙǗƒ ƗǑǍƖ ýƻƧ! ƗƕǍǁƛǉ!ƒ

: ƕƨƐƥƍǁƐ ƔƐƍǨ ƖƑǴƘ 6-8-1

ƗƖƒƧƥ!ƒ ƗǇǑƵ ƜƧǴƤ Ǉǉ ƗǑƵǘƛƘƖ ƗǇǑƵ ǏǁƵ ǑǁƤƒƥ!ƒ ƽǴƖƘǗƒ ƔǴƖơ ǄƘ Ö ƖƒƥǗƒ ƘǴƛ Ǉǉ ƥƗƌƘ!

.ƘǘǉǴƶǉ!ƒ ǇƦǋ ǇǑƕǑ (2) ǄƤƧ ýǍƥƞ!ƒǍ ǗǴƻ!Ɗ ƍǁǴǇǍƧƗ ƗƥǴƶǉ ƔƖơ (50) ǴǋƥƥƵ

(3) üNjϙШ

(80=Dž) (ƕȝþyDžǁǁɛ Ɣþɛϙɛ !Yϙ njNjƗƨDž ÛDžĭþĭϙDžǂǁ ƕĭϙFĭšǁɛ ƱFDžǂǂŬɛ) ƕƨɛþϙǁɛ ĬǁFШDž ϙFyĜŬ lFĜkǁɛ lűDžFyDž

üDžFyDž lFĜkǁɛ	ϙϙY lɛþƨƧǁɛ	ϙFyĜŬɛ	üFШDžǁɛ
0.90	9	ĭþĜölǃf ƱdžǈǃfǑƱfƧldžöþǃf	ƕĭǂϙþŬɛ ƕĭlǂDžǁɛ ƕĭDžǂyǁɛ ƕĭyDžШǁɛ Ĭȝ ƕĭϙFĭšǁɛ ƱFDžǂǂŬɛ DžĭþĭϙDžǂǁ
0.92	7	ĭþĜölǃf ƱdžǈǃfǑƱfƧpĂkĂǕf	
0.86	9	Ƨơǃf ĭþĜölǃf Ʊdžǈǃf	
0.89	12	ƗƼƧƶdžǃf ƔĜƪkǂf	ƕȝþyDžǁɛ Ɣþɛϙɑ !Yϙ njNjƗƨDž
0.83	9	ƗƼƧƶdžǃf LJöƨƤk	
0.81	5	ƗƼƧƶdžǃf ƽöƕƱk	
0.83	8	ƗƼƧƶdžǃf ýlǈ	

:Ǒǁö Ĝdž ƽƕĜƪǃf ýĂþƞǃf LJdž ƧnjƱö

-0.86) LJöƕ " LJöƧöþdžǁǃ ƗöþĜölǃf ƱĜdžǈǕf " ýĜƞdž þĜƶƕǕ ƘĜƕƛǃf ƘűdžĜƶdž ƘơĂfƧk .1
ĭþĜölǃf Ʊdžǈǃf " þƶǸǃ ĜNjĜǈþDĂ Ü" ǑƱfƧpĂkĂǕf ĭþĜölǃf Ʊdžǈǃf " þƶǸǃ ĜNjűƵD (0.92
ƘűdžĜƶdž ýĂƕp Ĭǃϙ ƗƪfƧþǃf ƘƧĜƬD Ɨöơ ƽöƕƱkǃf ƯfƧȝǕ ƗǃĂƕldž Džöp ǑNjĂ Ü" Ƨơǃf
.(0.60) LJdž ĬǁƵD LJĜǂ Ĝdž fȐϙ ƘĜƕƛǃf

-0.81) LJöƕ " ƗƼƧƶdžǃf lƧfþf DžƵþ ăĂkƪdž " ýĜƞdž þĜƶƕǕ ƘĜƕƛǃf ƘűdžĜƶdž ƘơĂfƧk .2
. " ƗƼƧƶdžǃf ƔĜƪkǂf " þƶǸǃ ĜNjĜǈþDĂ Ü" ƗƼƧƶdžǃf ƽöƕƱk " þƶǸǃ ĜNjűƵD (0.89

:(ĬƨFDžϹǁɛ lþlĭǁ ƧFĭšDž) ƧFĭšDžǁɛ üĭϙyƗ

: ƗöǃĜkǃf ƗǃþĜƶdžǃf ƽöƕƱkƕ ǁȐĂ ƘĜöĂkƪdž Ɨűƛ Ĭǃf ǑƪĜdžƤǃf ƘƧǂöǃ ΣĜöldž ýöþƶk Džk
ƘĜöĂkƪdžǃf ƘƧnjƱ Ɨöơ ƘĜöĂkƪdžǃf þþƵ %ĬǈþǕf þơǃf Ǉ ĬǁƵǕf þơǃf = ƗFƼǃf ăþdž
: ǑǃĜkǃf ýǂƬǃf ĬǁƵ

2,333 [illegible] -1 [illegible]

3,666 [illegible] -2,333 [illegible]

5-3,666 [illegible]

: [illegible] 7-8-1

[illegible] , [illegible]

[illegible]

: [illegible] ([illegible]) Spss

○ 1- [illegible].

- [illegible].

- [illegible].

- [illegible] "[illegible]" [illegible] ([illegible]) [illegible]

[illegible]

[illegible] .[illegible]

[illegible].

- [illegible].

[illegible]

[illegible]

.(1984 [illegible]) [illegible]

[illegible]

[illegible]

.(D.Mc conkey, 1989)[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] 25 [illegible]

[illegible]

[illegible]

[illegible] 9-1

[illegible] :

1- [illegible]

[illegible].

2- [illegible].

3- [illegible] 2013/6/ 10 [illegible]

.2013/9/15 [illegible]

4- [illegible]

[illegible].

5- [illegible]

[illegible]

[illegible].

6- [illegible] (%66.66) [illegible]

[illegible] ,

[illegible].

1-2

.(Conkey ,1989)

.(Likert , 1961) ."

.(Fukuyama, 2007)

1-1-2 [illegible]:

[illegible]

:[illegible]

1.1-1-2 [illegible]: (Autocratic Leader ship) [illegible] (1984)

[illegible]

: [illegible]

: (1999) [illegible]

1- [illegible]

2- [illegible]

: [illegible]

:(1999) [illegible]

-1 .1 [illegible]

[illegible] .

-2 [illegible]

.[illegible]

-3 [illegible]

[illegible]

[illegible]

.[illegible]

-4 [illegible]

.[illegible]

-5 [illegible]

[illegible]

.[illegible]

-6 [illegible]

[illegible]

[illegible] .

2-1-2 [illegible] Democratic Leadership [illegible] (1999) :

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]:

: (1999) [illegible]

-1 [illegible]

. [illegible]

-2 [illegible]

. [illegible]

-3 [illegible]

.[illegible]

-4 [illegible]

. [illegible]

-5 [illegible]

.[illegible]

[illegible]:

: (1999) [illegible]

-1 [illegible]

. [illegible]

-2 [illegible]

. [illegible]

-3 [illegible]

.[illegible]

:ۑþϴǁƐ ۑɋƑǐƨǁƐ 1.2-1-2

ǂŏƷƒƧǀďžǒþ!ƒ ǀþĜŏǀ!ƒ Ʃǂƶƅ ýďžƶ!ƒ ĈƒþǬ Ŏ5 ýďžĜƶ!ƒ þƧ5!ƒ ǏǁƵ ĜnjďžĜďžķNjƒ ǀƧơ!ƒ ǀþĜŏǀ!ƒ ƨǂƧķ

ǏǁƵ ĜnjďžĜďžķNjƒ ǏǁƵ ƨǂƧķ Ŏķ!ƒ ǂŏƷƒƧpĂķĂǕƒ ǀþĜŏǀ!ƒĂ ǕLJŏǁďžĜƶ!ƒ ǏǁƵ ĜnjďžĜďžķNjƒ ƨǂƧķ Ŏķ!ƒ

ýǂ ýȐƅ Ǐ!ƒ ĎnjƶƼþķ Ŏķ!ƒ þƒƧ5Ǖƒ ǂŏƧơ ǏǁƵ ƨǂƧŏ ǀƧơ!ƒ ǀþĜŏǀ!ƒ Ŏ5 ǐƧƒþǗƒ þƑĜǀ!ƒĂ ǕɯĜķǰǗƒ

.ǂƅĂǁƷďž!ƒ ƻƒþNjǕƒ ƨŏǀơķ! LJǂďžďž þnjŋ

:ۑþϴǁƐ ۑɋƑǐƨǁƐ ǀƑĬĜƑɯĭǳ

:(2010) ǂƷŏĜƶďž!ƒ ǂŏ!Ĝķ!ƒ ƘĜŏƅĜŋŏǕĜƅ ǀƧơ!ƒ ǀþĜŏǀ!ƒ ƨŏďžķķ

Ǐ!ƒ ǂŋĜơƅ Ŏnj5 ǁ!Ȑ! , Ďžþǀķ!ƒĂ ƳƒþƅǗƒ ǏǁƵ LJŏǁďžĜƶ!ƒ þƵĜƪŏ ǀƧơ!ƒ ǀþĜŏǀ!ƒ ĎžƒþƤķƪƒ LJǫ-1

.LJŏǁďžĜƶ!ƒ ýƅp LJďž Ďžŏǁƶķ!ƒ LJďž ǿĜƵ ăĂķƪďž

.ýǛǀķƪǗƒ ƨŏƧƷ LJƵ ǀƧƅƤ!ƒ ǏǁƵ ýĂƮơ!ƒ -2

ĜnjŏǁƵ Ǐǰƅķ Ŏķ!ƒ ƘĜưƒƧķ5Ǚƒ LJďž ǂƅŏƧp ǂŏƷƒƧǀďžǒþ!ƒ ǂŏƧƒþǗƒ ǀþĜŏǀ!ƒ LJǆƅ ǋķǰƪǰ ƨƅƪ ĜďžďžŽ

ǏǁƵ NJķƧþpĂ ýďžƶ!ƒ Ŏ5 NJķƅƺƧĂ ƻƯĂďž!ƒ Ŏ5 Ĝnjķǀƛ ǂŏơ LJďž (Theory Y) " f " ǂŏƧƯǰ!ƒ

(Theory X) " Σ " ǂŏƧƯǰ!ƒ ƘĜưƒƧķ5ƒ LJƵ ǀþŏƶƅ ǑNjĂ .ýǂĜƬďž!ƒ ýơĂ ǂŏ!ĂƋƪďž!ƒ ýďžơķ

ǂƅĜpƧ!ƒĂ ƧĜƅŋǕƒ ƨŏƧƷ LJƵ Ǖǫ ýďžƶ!Ĝƅ ĎžĂǀŏ ǕĂ ǕýĂƪǂ NJǰďžƅ ƻƯĂďž!ƒ Ǐ!ƒ ƧƯǰķ Ŏķ!ƒĂ

. NJŏŋĂķ!ƒĂ

: ăþɛƣǕɛ ƣəƑșǁɛ !ƑNJDŽ 2-1-2

(1975)þNjǀƣDŽ ǆǐǁƑǂǁɛ !ƑNJDŽǁɛ ŖƑǖǆƑƓ ăþɛƣǕɛ ƣəƑșǁɛ !NjșĭǐǑ

: ǆĭDŽƨþǁɛ !ƑNJDŽǁɛ 2.1-1-2

NJŏ5 ǁƧƓƬŏ! ĭŖ!ƒ ĭŖŏ5Ǉķ!ƒ ǋdžƓǇƧǉ!ƒ ĂD ýdžƺ!ƒ ǂƱƤ ƨƒƧǉǫ Ŏ5 þƑƓǀ!ƒ ƧĂþ Ŏķdŏ : ƱŏƱƤķ!ƒ -1

ƘƓǉǁƱķdž ýŏdžɳ Ƨŏ5Ăķǉ DžĂǀŏĂ ÜǂdžƲǇdžǁ! ǂdžĂƪƧdž!ƒ ƻƒþNjǕƒ ƨƓɳǇǫ ýɳD LJdž LJĂǁdžƓƺ!ƒ

ǂŏǁƵƓ5Ă ǀƓƓ5ǂǉ ǂƱƤ!ƒ ǁǁķ Ŗŏ5Ǉķ! DžnjƺƼþķ LJD ƓnjǇƋƬ LJdž Ŏķ!ƒ LJŏǁdžƓƺ!ƒ

LJŏǁdžƓƺ!ƒ ƳƨĂŏĂ ÜǂdžƲǇdžǁ! ǂ5ǁķƤdž!ƒ DžƓƪþǕƒĂ ƘƒƧƒþǗƒ ƻƑƓƲĂ þŏþơķǉ þƑƓǀ!ƒ DžĂǀŏ :DžŏƲǇķ!ƒ -2

ƾŏǉƱķ ýǗƤ LJdž ǁ!Ŗ ýǂ DžķŏĂ .ǂŏƮƤƬ!ƒ DžnjķƒƧþƥĂ DžnjķƓƮƮƤķ NJŏ5 ŎƵƒƧŏ ǼƺŏƨĂķ

. Džŏǁƪ ŎdžŏƲǇķ Ŏǁǂ ŏNj

ƾŏ5Ăķ!Ɠǉ ƓnjǇ!ǗƤ LJdž DžĂǀŏ ǂŏơ ÜþƑƓǀǁ! ǂŏƪŏƑƧ!ƒ DžƓnjdž!ƒ LJdž ƾŏƪǇķ!ƒ ǂdžnjdž Ƨǉķƺķ :ƾŏƪǇķ!ƒ -3

.ǂŏ!Ɠƺ5!ƒĂ ǀƓƓ5ǂ!ƒ LJdž ăĂķƪdž ĬǁƵƋǉ Ɠnj5ƑƓƲĂ ĭþƋķ Ĭķơ .ǂ5ǁķƤdž!ƒ ƳĂƧ5!ƒ ƘƓƱƓƬǇ LJŏǉ

. ǂdžƲǇdžǁ! ǂŏƑƓnjǇ!ƒ ƻƒþNjǕƒ ƾŏǀơķ Ĭǁƶ ǂŏƓnjǇ!ƒ Ŏ5 þƵƓƪŏ ƓdždžǁƺƓ

NJdžƓnjdžǉ DžƓŏǀ!ƒ ýƓƱķƪŏ! ǂ!Ɠƺ5 ǀƒþD ƘǗƓƮķǗƒ ýƺɳŏ LJD þƑƓǀ!ƒ Ĭǁƶ Ɣɳŏ : ƘǗƓƮķǗƒ -4

DžƓƪþDĂ ƳĂƧ5 LJŏǉ ǀþþƺķdžĂ ǇƋ5ǂ ƘǗƓƮķƒ ǂǂǉƬ ǂdžƓþǫ ýǗƤ LJdž Ĭķdķŏ ƒŖNjĂ Ü ǂŏþƓŏǀ!ƒ

LJdž ýdžƵ ƘƓþǗƺǉ ƓnjƺdždžǂƱǉķƧdž!ƒ ăƧƤǕ ƘƓdžƲǇdž!ƒĂ ǂdžƲǇdž!ƒ LJŏǉĂ ǂŏơƓǇ LJdž ǂdžƲǇdž!ƒ

. ăƧƤD ǂŏơƓǇ

ǂƱƤǁ! Ǽǀ5Ă ǇƧŏƪ LJdž þǂƋķŏ! ýdžƺ!ƒ ýǉƓķŏ LJD þƑƓǀ!ƒ LJdž Ɣǁƶŏ : ǂǉƓþƧ!ƒĂ ǂƺǉƓķdž!ƒ -5

ƯƧķƺķ ƘƓǉĂƺƮ ĭD ýŏ!Ŗķ ýɳD LJdžĂ , ƓNjƧþƮD Ŏķ!ƒ ƘƒƧƒƧ!ƒ ýdž NJǀ5ƒĂķĂÜ ǂƵĂƣĂdž!ƒ

. Ɠnj! ýĂǁơ!ƒ ýƣĂĂ ǂƱƤ!ƒ Ŗŏ5Ǉķ

2.2-1-2 [illegible] (1975)

[illegible]

: (1975) [illegible]

[illegible]

2.2.1-1-2 [illegible] (1975):

[illegible] , M.Weber [illegible]

[illegible] "(Leader are born not made) [illegible]

[illegible]

Man& other(1981) : [illegible]

1. [illegible]

2. [illegible]

3. [illegible]

4. [illegible]

5. [illegible]

2.2.2-1-2 [illegible] Hampton (1981):

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] H.Schoen and Douglas(1979):

-1 [illegible]

[illegible]

-2 [illegible]

[illegible]

-3 [illegible]

[illegible]

[illegible]

-4 [illegible]

[illegible]

[illegible] 2.2.3-1-2

[illegible]

[illegible]

[illegible]

[illegible] .

: [illegible]

[illegible]

[illegible]

.(2010, [illegible]) [illegible]

. (1978) [illegible]

. [illegible] -1

[illegible] -2

. [illegible]

[illegible]

[illegible]

. [illegible]

-: [illegible] 2.2.4-1-2

[illegible]

[illegible]

[illegible]

[illegible]

: (1988) [illegible] 2.2.5-1-2

[illegible]

أ- [illegible]

ب- [illegible]

ج- [illegible]

[illegible]

:(1988) [illegible]

1- [illegible] .

2- [illegible] .

3- [illegible].

: (1999) [illegible]

[illegible]

[illegible] ,[illegible]

[illegible] , [illegible]

[illegible] .

:(2010)[illegible]

1- [illegible] .

2- [illegible] .

3- [illegible] .

4- [illegible].

5- [illegible]

[illegible] .

6- [illegible] .

7- [illegible].

:(1980) [illegible] 2-2

[illegible]

[illegible]

[illegible]

[illegible] -:

:[illegible] 1-2-2

[illegible] .(2001,[illegible]).[illegible]

[illegible] .(1999,

[illegible]

(F.Gulton)

.(1980,

.1

(1978

.2

(2010,

[illegible]

[illegible] (1980): 2-2-2

[illegible]

[illegible] .(1994 [illegible]).

[illegible]

-1

(1999)

-2

-3

(1993)

-4

[illegible]

[illegible] (2003, [illegible]) .[illegible]

[illegible] 1961 [illegible] Petrwllo [illegible] .(2003, [illegible])

3-2-2 [illegible] Functional Theory:

[illegible] (Murphy,1941) .[illegible]

[illegible] .(1984, [illegible])

[illegible]

4-2-2 [illegible] : Situational Theory

[illegible] .(1969, [illegible])

[illegible] (1980,

[illegible]

-1 [illegible]

(1988, [illegible]) [illegible]

-2 [illegible]

[illegible]

[illegible] .(1988, [illegible])

-3 [illegible]

[illegible].

.(1984, [illegible])

5-2-2 [illegible] Interactional theory :

[illegible]

[illegible]

[illegible].

[illegible]:

-1 [illegible].

-2 [illegible].

-3 [illegible]

[illegible].

-4 [illegible]. (1968, [illegible])

6-2-2 [illegible] The Path ıGoal theory :

[illegible] Robert Housc and Terrence Mitchell)

[illegible])

ĎĵFǖdž!ƒ ĭþĜŏl!ƒ ǁĂľʅ!ƒ ǇĴŏŀ ŀŏƧǙǉ!ƒ ǉŖǋ ƘƱŀƧ þl!Ă ÜĎǌǉǨþĜŏl! ĎǌǉľŀlĸĂ ŃĮĜdžƵĐ ǇƵ Ĝưƨ!ƒ ƽŏlơĸĂ

:ĜdžǋǋǇŏŏʅĜʅĐ ǇĴŏľdžĜƶŀ ǇŏʅĂƌƧdž!ƒ ƨŏƽơĸĂ Ĝdž ƻþĂdž Ŏƽ

ǇĴŀ ƴþĂĸ ƒŖ ýĂŀldž!ƒ ǁĂľʅ!ƒ ŃǇĐ ĬľƵ þƑĜl!ƒ ǁĂľʅ Ĭ!ƍ ƴŀĜĸ!ƒ ƧǙǉŏ ŀŏơ :(ΣĂƌƧdž!ƒ) ƴŀĜĸ!ƒ -1

.ŀŏľŀlĸʅdž!ƒ ĂĐ ŀŏ!Ĝơ!ƒ ŃĸĜƞĜơ ƳĜŀƬǗ ŀľŏʅĂ Ăǌ ǁĂľʅ!ƒ ƒŖǋ

ǇĂƶŀĜĸ!ƒ ýŏdžŏ ĜǋþǉƶƽÜlþþơdž ƧŏƸĂ ŀơưƒĂ ƧŏƸ ŀdžǌdž!ƒ ĂĐ ýdžƶ!ƒ ǇĜŧ ƒŖ :(ŀdžǌdž!ƒ) ýdžƶ!ƒ-2

Ĭ!ƍ ǇĂƧǙǉŏ ǇŏƶŀĜĸ!ƒ ǇƎƽ ƑơưƒĂ ýdžƶ!ƒ ǇĜŧ ƒŖ ĜdžĐ ÜƻþǌĴ!ƒ ƽŏlơĸ Ĭ!ƍ ĎǋþƬƧŏ ĭþĜŏƥ ǁĂľʅ Ĭ!ƍ

(1987 ,ƻʅĂŏ) .ĎǌǉĸŀþƒƧdž Ŏƽ ƱƒƧƽƍ ĜǌǉĐ ĬľƵ þƑĜl!ƒ ƘĜǌŏƞĂĸ

ǇĴŏŀ ƱŀƧ!ƒ ŀ!ĂĜơdž ŎǉƶŏĭŖ!ƒ ƨƽơ!ƒ Ă ƴþĂĸ!ƒ ΣĜʅĐ ĬľƵ ƻþǌ!ƒĂ ƧĜʅdž!ƒ ŀŏƧǙǉ ĎĂlĸ

ýǘƤ ǇĴdž ǇĴŏľdžĜƶ!ƒ ǁĂľʅ Ŏƽ ƧŏƛƌĸƒĬľƵ þƑĜl!ƒ ýdžƶŏ ŀŏơ ÜǇĴŏʅĂƌƧdž!ƒ ƨƽơĂ ĭþĜŏl!ƒ ǁĂľʅ!ƒ

ƽŏƧƱ Ŏƽ ǇĂƧŏʅŏ Ďǌǉ! ǇĴŏƶŀĜĸ!ƒĂ lþĜl!ƒ ǇĐ ĬľƵ ĎĂlĸ Ĝdžŧ ÜǇĴŏƧƤŭ! lĂþþ ǇĂŧŏ! ŃŧĂľʅ Ƨŏŏʓĸ

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Ƨŏŏʓĸ ýǘƤ ǇĴdž ǇĴŏʅĂƌƧdž!ƒ ƨŏƽơĸĂ ĭþĜŏl!ƒ ǁĂľʅ!ƒ ǇĴŏŀ ƱŀƧ!ƒ ŀŏľdžƵ ǇĐ ŀƛơĜŀ!ƒ ăƧĸĂ

ĬľƵ ŀdžFĜþ ŀŏƧǙǉ!ƒ ǉŖǋ ǇĐĂ ǇĴŏľdžĜƶ!ƒ ĈƒþĐ ŀŏľƵĜƽ ǇĴdž þŏƨĸ ƻĂʅ ǇĴŏƧƤŭ! lĂþþ ǇĂŧŏ! ŃŧĂľʅ

.ǇĴŏʅĂƌƧdž!ƒ ƨŏƽơĸ

ƱĜdžǉǖ! þƑĜl!ƒ Σƽǉ ŀʅƧĜdždž ŀŏǉĜŧdžƍ ƲƧĸƽĸ ĜǌǉĐ Ăǌ ŀŏƧǙǉ!ƒ ǉŖǋ Ŏƽ Ĝdž ƨƧŀĐ ýƶ!Ă

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ƻþĂdž!ƒ ǇƎƽ ýĜƛdž!ƒ ýŏŀʅ ĬľƵĂ , ƻþĂdžľ! ƔʅĜǉdž!ƒ Ʊdžǉ!ƒ ŀŏƧǙǉ!ƒ ǉŖǋ! Ɓl5Ă þƑĜl!ƒ ƴŀĸŏ Ŗ

Ăǌ ŀdžǌdž!ƒ Ŗŏƽǉĸ ĬľƵ ƨŧƧŏ ĭŖ!ƒ Ʊdžǉ!ƒ ǇƎƽ ĜǉǋǇĴdž ÜǇĴŏʅĂƌƧdž!ƒ ǁŀƧŏ ƻĂ!ldž!ƒ ƧŏƸĂ ƲdžĜʓ!ƒ

ýŀĜldž!ƒ ŎƽĂ ÜƻþǌǇ! ýĂƮĂ!ƒ ƽŏƧƱ ƟĂưĂŀ Ďǌǉ! ǇĴŏŀŏĂ ǇĂľƶƽŏ ƒŖĜdž ĎǋƧĜŀƤƍ ŃŏľƶƽƔĂľƱdž!ƒ

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[illegible] (1961, [illegible]) [illegible] .(1984, [illegible])[illegible].

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[illegible] (F.sanford [illegible] .2) [illegible] .

[illegible]

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[illegible]

ƚŏƧƱǀ!ƒ ǀĵŘŇ ǈĂƶƕƙŏ ǈŏŘ!ƒ ǀþĜ!Ĝ5 ÜƚŏƧŏʓƙ!ƒ ǀƧƱǀ!ƒ ƘĜǀĂƚdž þơŊ ƚŏþĜŏl!ƒ ƚƕŇĂdž!ƒ ƧƕƙƶƙĂ

ÜƚƵĂdžƞdž!ƒ ƚƶ5ǀdž Ĭ!ǫ ƚŏȚƤƬ!ƒ ƴ5Ĝǀdž!ƒ ƨĂĜƞƙ! þƒƧ5Ǖƒ ǈĂƶƞƬŏĂ ƇĜŏƬǕƒ Ƨŏŏʓƙ! ǈĂƶʅŏ

ǈŏʅĂƋƧdž! ƕŏȚƤƬ ƕdžĜdžƙŇƒ ǈĂƱƶŏ5 ƚʅʅƋdž!ƒ Ŏ5 ƚŏĂŏơ!ƒĂ ǀƧĜƙǕƒ ǈdž Ăƞ ƚƒŏŋƙ Ĭ!Ƶ ǈĂdžƶŏĂ

ÜƨĜƞǀǫ Ĭ!ǫ ƜĜƙơƙ Ŏƙ!ƒ ýĜdžƵǕƒ ǅŋ! ǈĂƣĂ5ŏĂ ýdžƶ!ƒ ƇĜǀĂŊ ŇƞĂ! ƕŋƞĂ ǅŋƶdž ǈĂdžĜƶƙŏĂ

ǈŊ Řǫ ÜǅŋǀŏƕƧ ƻǖƙƤǖ! ǀþơƒĂ ƚlŏƧƱƕ ý!ƒ ǈĂdžĜƶŏ ǕĂ ÜǅŋƶdžƧdžƙʅdž!ƒ ýĜȚƙǕƒ Ĭ!Ƶ ǈĂƱ5Ĝơŏ Ă

Ĝŋƕ ƚƥþơdž!ƒ ƧƱĜƤdž!ƒĂ ƚʅʅƋdž!ƒ ýƕlƙʅdž Ơŏ ƣĂƙƕ ǈĂdžĂlŏĂ . ƒ ĜƤƬǕƒ ǈŏƕ Ĝ5ǖƙƤƒ ǁĜǀŇ

ǈĜŇŘŊ Ŏ5 ƚŏƧŏĂȚƙ!ƒ ǀƧƱǀ!ƒ ǈĂƧĂƱŏ ǅŋ5 Üǈŏʅ ĂƋƧdž! Ĝŋ5ƶƣ ƱĜlǀĂ ĜŋƙĂƥ ƧþĜȚdžĂ

Ŏƙ!ƒ ƚ!Ĝƶ5!ƒ ǀþĜŏl!ƒ ƘĜdžĂldž ǈdžƣƙƙ ĜŋǀǕ ǀþŏ5dž ƚŏƧŏʓƙ!ƒ ƚŏƧƱǀ!ƒ ǈŊ ƚʎơĜƕ!ƒ ăƧƙĂ .ǈŏʅĂƋƧdž!ƒ

.ǈŏʅĂƋƧdž!ƒ ýŏƶ5ƙĂ ƨŏ5ơƙ ǈdž þŏƨƙ

: (1990) ŎƕƧʒdž!ƒThe Theory (X), (Y) (ƫ) Û(Ƨ) ƕĭþƣdž 9-2-2

ƜƧƤĂ Ü Ňƚ Ăʅ ǈĜʅǀǕƒ ƚƶŏƕƱ ƚʅƒƧþƕ (Magregor ,Douglas) ƧĂƞŏƧƞĜdž ƩǖƺĂþ ǅĜƥ

:ƚŏ!Ĝƙ!ƒ ƘĜŏƧƱǀ!Ĝƕ

: Theory X (Ƨ)ƕĭþƣdž 9.1-2-2

.ƚŏƱƒƧƥĂƙǕƒ ǀþĜŏl!ƒ ƚŏƧƱǀ ƕǀĜŏơŊ ĜŋŏƵ ƭƱŏ

:ŎƵŏ ĜdžƕŇ5ȚĂ ǈƚdžŏ ŇƵdžƵ ǀĜƞƙƒ þƧ5!ƒ ǁĂʅ

. ƇĜlƕ!ƒ ýƞŊ ǈdž ƚŏƧĂƧƣĂ ƚƥĜƬ ƚ5ŏƱĂ ǀƧƕƙƶŏ5 ĜŇĂƧƚdž -1

þĂŋƞ!ƒ ýŘƕ! ǅŋĂơ ýùƞŊ ǈdž ƒĂùƕƥĜƶŏĂ ƒĂùƕƥƒƧŏ ǈŊĂ Üýdžƶ!ƒ Ĭ!Ƶ þƒƧ5Ǖƒ ƒĂdžƺƧŏ ǈŊ Ɣƞŏ -2

(1990 ,Ŏ5ǀơ) . ƚʅʅƋdž!ƒ ƻƒþŇŊ ƭŏlơƙ! Ü ƚŏƧĂƧƣ!ƒ

Ĭƶʅùŏ ǕĂ Ü ƟĂùdžƱ Ƨŏƺ ŇƙƶŏƕƱƕ ĂŇĂ Üƚŏ!ĂƒʅdžƵ! ƕƕǀƞƙ ƕdžƑƒþ þĜlŏ ǈŊ ĭþĜƶ!ƒ þƧ5!ƒ ýƣ5ŏ -3

(1989, ǈĜƚǀþ) . Ʊl5 ǈĜdžǕƒ ýƞŊ ǈdž Ǖǫ ýdžƶ!!

(1992 ,

: Theory Y 9.2-2-2

.(1982)

-1

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-3

-4

(1988 ,

:Ŏǚŏ Ǥǆǎ ƘǤŏƧƲǖ!ƒ ǉƦǋ ǊǋǊ ǇǑǂ ǇǆǎĂ Ü ĭ ƥǤŏǀ!ƒ ǁĂǛƪ!ƒ ýǤƞǆǎ Ŏ5 ăƧƤ ƘǤŏƧƲǖ ǁǤǈǋ Ă

.ǀƥǤŏǀ!ƒ Ŏ5 (ƘƧǂŏ!) ǂŏƧƲǖ -1

. ĭ ƥǤŏǀ!ƒ ǁĂǛƪǛ! ƧǆǎƙƪǆǍ!ƒ ƱƤ!ƒ ǂŏƧƲǖ -2

.ǀƥǤŏǀ!ƒ Ŏ5 ǂŏ!ǤǆǎƙơŮƒ (Ƨ!ƥŏ5)ǂŏƧƲǖ -3

.ƥǤƶǂŰƒ ǂŏƛǖƛ!ƒ (ǇƥŏƧ)ǂŏƧƲǖ -4

:ýŏƮ5ƙ!ƒ Ǉǆǎ ǤŎƬǂ ƘǤŏƧƲǖ!ƒ ǉƦǌ! ƠƧƵ Ŏǚŏ Ǥǆǎŏ5Ă

:ƔƣƑĭƫǁǁ Ĭƺ ķ ǀ ƥ ǀ ĭ ǁ ķ ǂĭƥưǆǎ - 1

ƠƶǂǤĂư Ŏ5 ĸ ƘƧǂŏ! Ʃ ŏƪǇŏƧ ĸ ǇƥƥĭƥǤŏǀ!ƒ ǁĂǛƪ!ƒ ƘǤŏƧƲǖ ƧǤƱǫ Ŏ5

Ǉǆǎ ƥŏƥƶ!ƒ Ŏ5 ǀƥǤǀ!ƒ ǁĂǛƪ ƠưĂƙ ǇǂǇǂǆǎŏ ǂǆǎƲǖǂ ǂƶƧǂ ǀƥǤŏǀ!ƒ ýǤƞǆǎ Ŏ5 ƘǤƪƒƧƥ!ƒ

.(likert&other,1981).ǂŏƥǤŏǀ!ƒ ƻƥƒĂǆǎ!ƒ

"1Ķ !ƑưǆǎCONSTRUCTION

ǇŏƶǂǤƙ!ǂ ǂǀƛ!ƒ ƻƶưĂ ǇŏƶǂǤƙ!ƒ ýŰƺƙƪƒĂ ƱǛƪƙ!ƒĂ ǂŏƧĂƙǤƙǂŏƥ!ǂ ƨŏǆǎƙŏ , ŎǋǤǖ!ƒ ƧǆǎŮƒ ƥƑǤǀ!ƒ

.ǉƒƧǂŰƒĂ ƻĂƤ!ƒ ƫŏƧƱ ǇƵ ǤƒƥŰƒĂ ýǆǎƶǛ! ǊǋƶƥĂ

"2Ķ !Ƒưǆǎ

Ŏ5 ƠǆǎƪŏƥƥÜ ƫǂǤƪ!ƒ ǊǤƲǖ!ƒ Ǉǆǎ ǂŏƨǂƧǆǎ ýƥǊǋǂ!Ă , ǗưŏǊ ĭƧĂƙǤƙǂŏƥ ƻĂƱƶ!ƒ ƧǆǎŮƒ ƥƑǤǀ!ƒ

Ơǆǎƪŏ ŮĂ ǀƧƬǤǂǆǎ ǂƶǤƥƧ ƘơƙǇǂ!Ă ƘƒƧƒƧǀ!ƒ ƦǤƤƙƒ Ŏ5 ǇŏƶǂǤƙ!ƒ ǂǂƧǤƬǆǎƶ ǇǤŏơŮƒ Ơƶǂ

ƩǤǖ!ƒ ăƧƥ ǋǖŮ ǋƑǤǖƥ ĬǛƵ ĂƪǀŏĭƦ!ƒ ƥ!ƒĂ!ƒ ƻƥĂǆǎ ǊƪƵǖ! ƦƤƙŏ ǤǆǎǋǂǤƺĂ ǋƙǤƱǛƪ ƠŏĂ5ƙǂ

.ǊǋǊƙơǛƮǆǎǂ

"3Ķ !ƑưǆǇ

ƦǴƤƙƒ ŦƱǇǕƪƭ Ʊ5ƙƠǒ ǋǈǰ‡!Ă ǇǒƶƭǴƙ!ƒ ǇǆǇ ƖƨǴƬƙƪǕƒ ƔǇǕƱǒ , ĭƨǴƬƙƪǕƒ ǑƱƒƨƖǆǇǒƥ!ƒ

.ƨƒƨƖ!ƒ

ǇǒƶƭǴƙ!ƒ ƨǴ‡5ǅ ǇǆǇ ƖƥǴ5ƙƪǕƒ ƥƑǴƖ!ƒ Ŧ!ĂǴƠǆǇĂ ÜǇǒƶƭǴƙ!ƒĂ ƥƑǴƖ!ƒ Ǉǒƭ ŦƪĂǆǇǆǇ ŦƖƛ ƨ5ƒĂƙĂ

.ǅǋǰƙǴƠƨƙƖǆǇĂ ǅǋǰƑƒƨƈĂ

"4 ķ !ƑưǆǇ

.ǇǒƶƭǴƙ!ƒ ƴǆǇ ŦǇǆǇǴ‡!ƒ Ŧ‡ƨǴƬǆǇ!ƒ ƴǆǇƒĂƵ ƨǒ5Ăƙƭ ǅǆǇĂƖǒ ǁƨǴƬǆǇ!ƒ ǑƱƒƨƖǆǇǒƥ!ƒ

ƨǆǇƙƪǆǇ!ƒ Ǒƶƪ!ƒĂ ǇǒƶƭǴƙ!Ǵƭ ƥƑǴƖ!ƒ ăƥ! ƖƨǒƭǂŦ ŦƖƛ ƨ5ƒĂƙƙ Ʀǫ , ǑƱƒƨƖǆǇǒƥ ĂƠǈ ǏǆǇƵ ƨƒƨƖ!ƒ ƦƤƙǒĂ

.ǇǒƶƭǴƙ!ƒ ƴǆǇ ƨǴ‡5ǕƒĂ ƘǴǆǇĂǆǇƶǆǇ!ƒ ƴƥǴƭƙ!

.(1998) ĭĂűƵ ăǫƑĭƨǁƐ ƿǋ‡ƨ‡ǁ ƥǅǆǇƨǅǅǁƐ ƯƠǁƐ ƭĭƥưǆǇ

ǴǋǰƙǈĂƨǆǇ ǅƥƵ ƩǴƪǅ ǏǆǇƵ ƖƥǴǒƖ!ƒ Ǒ5 ƙƘƨ‡ǒ! ƙ ǅƯǈ ǅǒǋǰǴ5ǆǇ ǇǒƛƠǴƭ!ƒ Ưƶƭ ƯƨǴƵ

ǈƦǋ ƴǒƥƶƙ ŦǒǈǴ‡ǆǇǫ Ǐ!ǫ ƒĂƨǴƬǅĂ ƖƥǆǇǴƞĂ ŦƙƭǴƛ ƱǴǆǇǈǅĂ ƜƦǴǆǇǈ ǇǆǇ ƖƥǴ!ƒ ƴưĂ Ǐ!ǫ ǴǋǰǋǴƞƙƒĂ

Ǉǒƭ Ŧƿűƶ!ƒ ǇǅǑǈƶǒ ƒƦǋĂ Üĭ ƥǴǒ!ƒ ǁĂǆǇƪǆǇ! "Continuumƙ ƨǆǇƙƪǆǇ ƱƤ ƥĂƞĂ ƟƒƨƙƿƒĂ ǅǒǋǰǴ5ǆǇ!ƒ

ĭƨ‡ƨǆǇ!ƒ ƥƑǴƖ!ƒ ǁĂǆǇƪ ǋ5ƒƨƱǅ ƥƠǅ Ŧǒǋǰǈ Ǒ5Ă ÜƨǆǇƙƪǆǇ ƱƤ ǄĂư Ǒ5 Ŧ ƥƠƙ ǇǒƪĂƋƨǆǇ!ƒĂ ƥƑǴƖ!ƒ

ƱƪĂ ƠƞƨǆǇƙǒ ǴǆǇǇǒƭ ǏǆǇƪƨƙ!ƒ Ăǅ ƴǋǰǴƪƙǆǇ!ƒ ƥƑǴƖ!ƒ ǁĂǆǇƪ ƨƤǕƒ ƻƨƱ!ƒ ǇǒƭĂ (ǑƱƒƨƿĂƙĂǕƒ) Ăǅ

.ǑƱƒƨƖǆǇǒƥ!ƒ ƔĂǆǇƪǕƒ ƱƤ!ƒ ƒǈǋ

[illegible] (1994) :

[illegible]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible]

-1 [illegible]

-2 [illegible]

-3 [illegible]

10-2-2 [illegible] (1990):

[illegible] (1974) [illegible]

[illegible]

. ...

11-2-2 ... :(2003)

(Reddin ,1969) ... :

- ...
- ...
- ...

... (...) ...

3-2 ... : ...

1-3-2 ... :

...

(2003 ...)

[illegible] (2003) :

[illegible]

[illegible]

[illegible]

[illegible] .

[illegible]

[illegible] .

[illegible]

[illegible].

[illegible]

[illegible]

[illegible]

[illegible] .

2-3-2 [illegible] (2008):

[illegible]

[illegible]

[illegible]

[illegible] .

[illegible] (wig, 2002) [illegible]

[illegible] Orchestration [illegible]

[illegible]

. [illegible]

[illegible] (2004) [illegible]

. [illegible]

3-3-2 [illegible] (1988) :

[illegible]

[illegible]

: [illegible]

1 [illegible]

. [illegible]

2 [illegible]

. [illegible]

3 [illegible]

. [illegible]

4 [illegible]

. [illegible]

5 [illegible] .

6 [illegible] .

7 [illegible] .

8 [illegible] .

4-3-2 :hʒƥyDžǁɛ ţ ǝƑTƆǀ

Ǘƶhk ǴnjƬƑǴƬƤ ƘhƶTk ƥp Ă ÜăƧƤǕƒ ŧƱTǰǕƒ ǇƵ ǴNjƨǒǆk ƘǴǆƪĂ ƒ ƑǴƬƤ ŧ5Ƨƶǆǃ!

. Ǵnjǰǆ ŧƶpĂkǆ!ƒ ǉƥǴ5ǘ!Ă ýǴƞǆ!ƒ ƒƦNj Ǒ5 ǇĂƛƠǴh!ƒĂ ǇĂǆknjǆ!ƒ Ǵnjǃǆƨƍ Ǒk!ƒ ƧƱǰ!ƒ ƘǴnjƞĂ ƻ ǖkƤǕ

ƱǴTǰ!ƒ ƧNjǴƱǆ ƧƑǴƪ ǇƵ ŧ5Ƨƶǆ!ƒ Ǵnjh ƨǒǆkk ƒ ƑǴƬƤ ƩǆƤ Ǐ!ƥ (1988 Ü ǴǒƧŧƨ)ƧǴTD ǛƛǆƼ

: ǑNj ǑǰǴƪǰǗƒ Ă ǐƧŧƽ!ƒ

1- ŧǒǆŧƒƧk!ƒ : ŧ5Ƨƶǆ!Ǵ5 ýƱk ŧƠǒƠƬ Ă ŧǒƪ5Ǵǰk Ǒ5 ŧǃƠƧǆ!ƒ ŧǰNjƒƧ!ƒ Ü ǴnjǰŧǃƟ Ǐǀhk ǀ!Ʀŧ Ǒ5

ŧǆƥǴp ŧǃƠƧǆ ŧƕƥǴƥ ƒƦNjĂ ǑǰƶǑ ǇD ŧ5Ƨƶǆ!ƒ ƧnjƱk ŧʒǒƬh ǉƥǒƥƞ ŧƞǒkǰ ǕƯǴ5ŧ ŧ5Ƨƶǆ!ƒ ǉƥǒƥƞ!ƒ

.ŧǆǒƥǀ!ƒ ŧ5Ƨƶǆ!ƒ Ǐ!ƥ

2- ǅǒƱǰk!ƒ : ƔkƧk ŧ5Ƨƶǆ!ƒ ǉƥ!Ăkǆ!ƒ ƱhƧƱǒ ŧǀǒƧƠk Ơǒkƪǆǃǃǃǃǃǃ ƥǒƽkƪǆǃ! ƥĂƬĂ!ƒ ýǴnjǒ!ƥ ĂƒǰǀkǴƇ ƇƞƨƧ!ƒ

. Ǵnjǰǆ ƥĂƬǀǆ!ƒ

3- ŧƠh!ƒ ǇƵ ǕǴƪǰǴƇ : ƔǴhƪǆ!ƒ ƔǒhƪK!ƒĂ ýǒǃƶk!ƒĂ ǇǴ5ƥnjǒ Ǐ!ƥ ƬǴhƔ Ƨʒhŧ ǕǴƪǰǴƇ Ǒ5 ŧƠh!ƒ ǇƵ

.ýƯ5D ĂƠǰ ǏǃƵ Ǵnjǒ5 Džŧƒǰǀ ǇD ǇǆǴǰŧǆǒ ǀ!Ʀ ǇǕ ƧNjƒĂƱ!ƒ ƔǴhƪD ŧ5Ƨƶǆ Ǐ!ƥĂ ÜǅǑT ýŧ

4- ŧǒ!ĂǆT Ă ŧǒ!ĂǆT!ƒ :ǇǑǀǒ!ƒ ŧǒ5Ƨƶǆ!ƒ Ǘ ƪǀk ǐƧ ǏǃƵ ƧNjƒĂƱ!ƒ Ǒk!ƒ ƛǴnjƠhk Ǵnj5ƠƪƔ ýh ǏǃƵ

.ǴNjƧĂnjƱ ƥƧƞǆh ýǒǆƞ!ƒ ǏǃƵ Ǵnjƪƽǰ ƯƧƽk ŧǀǒƠ!Ǵ5 ǕǴNjǴǃǃkk Ǒk!ƒ ýĂǃƶ!ƒ

5- ŧƥƥ!ƒ ĂƧƞk!ƒ: Ǒǰƶk ƧǒhƶƘ!ƒ ǇƵ ƠǃǴƑ ƼƧǴǒƯǴǒ.

5-3-2 ƥƠƑTƊ :hʒƥyDžǁɛ :ƥǰƑƯǁɛ(2009):

ƧƵƻ ƧNjǴƱ!ƒ ƧƥƬǆ ŧ5Ƨƶǆ!ƒ ǀ!Ʀ ǆNjǰƥ ǐƦ!ƒ ƧƥƬǆ!ƒ ǐĂƠĂ ǇD ýǆǒƞ ŧ5Ƨƶǆ!ƒ Ü ĂƟƥ ǇD

ƑŧǴƒ ƝǆƶƘ!ƒĂ ǉƧhƤ!ƒĂ ƧĂǆD ƥƥƠk ƥĂƥƠ .ƥƒƧ5ǘ! ŧ5Ƨƶǆ!ƒ ƥǴƥƠ ǅǒǆǴTD ƧǴTD ƧƪƱĂ Ǐ!ƥ Ơ!ƩΣ

ŧƬǴƬǀ . ŧ5Ƨƶǆ!ƒ ƧƥǴƬǆ ƕƞNjƕ Ǐ!ƥ ǉƧǴTǗƒ ǇǀǆƥǴh ĂǕ ŧ5Ƨƶǆ!ƒ Ă Ǒk!ƒ ǀƪǀk Ǐ!ƒ ǆƬƥƧǒǑǇ

: ǇƑǴǒƑ

-1

-2

6-3-2 :(2009)

(SKILLS) KNOW- HOW

:(2009)

Ǵnj! ŧŏŋƧǴP!ƒ ƧNjǴƱdž!Ǵh Ƨ Ʈkk Ŏk!ƒ ƪƥơdž!ƒ ŧdžƱǈdž!ƒ ŧ5Ƨƶdž!ƒ ŎNjĂ : ŧơŏƧƮ!ƒ ŧ5Ƨƶdž!ƒ -1

. ǴnjǁǈĂ ǴnjǁŏĂơk ǴŏŋĂ!Ăǈŧk!ƒ ƠŏkkĂ ŧ ƥơk!ƒĂ ŧhǴkŧ!ƒĂ DžƪƧ!Ǵh ǴnjǈƵ ƧhƶŏĂ

Σ ƥơ!ƒ Ĭ!ƒ ƧŏTk ŎNjĂ, ƥƒƧ5Ǖƒ ǁĂǁƪĂ ýĂǀƵ Ŏ5 ŧǈƱǴl!ƒ ŧ5Ƨƶdž!ƒ ŎNjĂ : ŧŏǈdžư!ƒ ŧ5Ƨƶdž!ƒ -2

ǴnjǁŏĂơk ƔƶƮŏĂ ƪƧhP!ƒ ĬǁƵ ƥdžkƶk ŧŏ5P ŧ5Ƨƶdž Ǵnjǈƒ ÜŎǁPƒƥ!ƒ ΣǴƪơǗƒĂ ŧnjŏƥh!ƒĂ

. ŎƵǴdžkŋǕƒ ýƵǴ5k!Ǵh ýǀkǈk ŎNj ýhÜ ǴŏŋĂ!Ăǈŧk!Ǵh

hƺƥyŎǁƐ ƔƥƐơǮ ƹƐơǉǈ 7-3-2

:(2008) ƪƐơƑĨȐ ŎkǕƒ ƫŏǀơk Ĭ!ƒ ŧ5Ƨƶdž!ƒ ƪƧƒƥǫ Ƨ ƥnjk

. Ǵnj!Ǵdžƶkƪƒ ƪƥǴƵǫĂ ǴnjǈƨPĂ ǴNjƧƥǴƮdž ǇJdž ŧ5Ƨƶdž!ƒ ȐPD -1

. ŧdžƱǈdž!ƒ NJŋƒĂk Ŏk!ƒ ƘǗŧTdžǁ! ýĂǁơ!ƒ ƴưĂ! Ƨhŧǂ ĭƧŧ5 ýǴdž ΣǂƧ ƔȐŋ -2

ƴ5Ƨ! ŧ5Ƨƶdž!Ǵh ŧŧƧǴTdž!ƒ ĬǁƵ ŧdžƱǈdž!ƒ ǇJdž ƥƧ5 ýŧ ƴŋTk Ŏk!ƒ ŧŏdžŏƱǈk!ƒ ŧƑŏh!ƒ ƫǁP -3

. ǇJŏƧPǕƒ ŧ5Ƨƶdž ăĂkƪdž

.ǴnjkŏǴdžơĂ ǴnjŏǁƵ ýĂƮơ!ƒ ŧŏ5ŏŧĂ ŧŏƧNjĂŋ!ƒ ŧ5Ƨƶdž!ƒ ƥŏƥơk -4

. ǴnjdžŏƱƶkĂ ŧ5Ƨƶdž!ƒ DžƒƥPkƪƒ ƪƥǴƵǫ -5

ǴǴŧȐù!ƒ ýǘP ǇJdž Σ5ǴǈkǃƒĂ ǴNjƧŏĂƱk! ƨŏ5ơk!ƒĂ ŧ5Ƨƶdž!ƒ ŧ5ǴlƛŧƵǴTǫĂ Džǁƶk!ƒ ƘǴǈǴŧdžǫ Ǵǈh -6

. ĭƧTh!ƒ

ƪƧNjǴùƱ ŧù5Ƨƶdž Ĭù!ƒ ŧŏǈdžưù!ƒ ŧ5Ƨƶdž!ƒ ýŏĂơk ǇJdžĂ ŧdžƱǈdž!ƒ ƘǴŏǈǀk ŧŏǁƵǴ5 ǇJdž ƥŧdk!ƒ -7

ǴùnjkƨĂơh Ŏùk!ƒ ŧ5Ƨƶdž!ƒĂ ƘǴƵƒƧkPǕƒ DžƒƥPkƪƒ ƧhƵ ŧŏƧŧ5!ƒ ŧŏŧǁdž!ƒ ǇJdž ƥƑĂƶ!ƒ DžŏƱƶkĂ

. ƘƒƧǴŧkhǕǴh ƪƧŋǴkdž!ƒĂ

-8

-9

-10

11 -

8-3-2 Dimensions of Knowledge Management :

(2002) :

-1 Technological Dimension :

-2 Dimension organizational & Logistical :

-3 [illegible] : Social Dimension [illegible]

[illegible]

[illegible]

. [illegible]

2-3-9 [illegible] : KM Factors

[illegible] (2008) :

1 [illegible] : Collaboration [illegible] ([illegible])

[illegible]

. [illegible]

2 [illegible] : Trust [illegible]

. [illegible]

3 [illegible] : Learning [illegible]

[illegible]

[illegible]

. [illegible]

4 [illegible] : Centralization [illegible]

. [illegible]

5 [illegible] : Formalization [illegible]

[illegible]

[illegible]

[illegible] .

[illegible] : shaped Skills [illegible] 6

[illegible] .

[illegible] : IT Support [illegible] 7

[illegible] .

[illegible] : Organizational Creativity [illegible] 8

[illegible]

[illegible]

[illegible] .

[illegible]

[illegible]

4-2 [illegible] :

[illegible]

1-4-2 [illegible] :

[illegible] (2001) [illegible] (459) [illegible] (1515) [illegible]

[illegible]

[illegible]

ýþĜħk ăĂk໗dž Ŏ5 ƧλƌkƸ ǂŏdžŏǗǉk!ƒ ǂ5Ĝǀλ!ƒ ǈ ǁ!Ʀǂ ƘǉĵŏħĂ , ýŏǁħ Ʊ໗Ăkdž!ƒ ǈdž Ĭǁƶ ǈĜǂ ǂŏǉþƧǕƒ

Ƨλƌŏ ǂŏdžŏǗǉk!ƒ ǂ5Ĝǀλ!ƒ ƱĜdžǉ ǈdž þƶħ ýǂ ǈĂ , ǂ5Ƨƶdž!ƒ ČĜǉħ ăĂk໗dž Ŏ!Ĝk!ĜħĂ ǂŏ5Ƨƶdž!ƒ þƧƒĂdž!ƒ

ƔƧþǕƒ ŎǊ ǂ໗ƒƧþ!ƒ ǉƦǊ ƧħkƶkĂ, ǂkĂĜ5kdž ƘĜƞƧþħ ǈǂ!Ă ǂŏ5Ƨƶdž!ƒ þƧƒĂdž!ƒ ýþĜħk ăĂk໗dž Ĭǁƶ

. ǂŏ!Ĝơ!ƒ ǂ໗ƒƧþǁ!

ăþƐqǕƐ ăqƑĭƨǁƐ ƱǈǁƐ ǈY ƹ໗ǀǁƐ Ăǁ ǀƺqǉ ħƨƐþq (2008, ăþǈǁƐ) ƘƧƞǈĂ

ħƏĭǉ ƀƑƬYƈ þưdž ħǊǁǊ ǈdž ƥǊǈþĭǁƐ ħyǈƑǁ Ĭƺ ǈĭĭǈĭqƑǀǕƐ !ƑƨƽǕƐ ƀƑƨǈþ ǌqǁ qƏƑƨǁƐ

ƘƧǌǗǈ. ǁĂdžƧŏ!ƒ ǂƶdžĜƞ Ŏ5 ƩŏƧþk ǂƑŏǊ Ăưƶ (300) ǈdž ǂ໗ƒƧþ!ƒ ǂǉŏƶ ƘǉĂǂk. Ƨĭþqǂǁ

ǂƞƧþħĂ ŎƱƒƧǀdžŏþ!ƒ Ʊdžǉ!ƒ ĂǊ ǈĜ໗þǕƒ ČĜ໗ƌƧ ăþ! þƑĜ໗!ƒ ĭþĜŏǀ!ƒ Ʊdžǉ!ƒ ǈ ǂ໗ƒƧþ!ƒ ǊƑĜkǉ

ǂǉŏƶ!ƒ þƒƧ5ǈ ƘĜħĜƞk໗ƒ Ŏ5 ǂŏƑĜƬơƒ ǂ!Ǖþ Ƙƒƞ ƽĂƧ5 þĂƞĂ ǈþƶ ǊƑĜkǉ!ƒ Ƙǉŏħ Ĝdžǂ , ǂƱ໗Ăkdž

. ǂŏǁǂ!ƒǗ ƩǉƞǗ!ƒǗ ǂŏdžŏþĜǂǕƒ ǂħkƧ!ƒ ƘƒƧŏƺkdž! ăƨƶk þƑĜ໗!ƒ ĭþĜŏǀ!ƒ Ʊdžǉǁ!

ħĭǈĭưǂǁƐ ħƺƑƨkǁƐ þǊq ĂǂY ƹþyǂǁƐ Ăǁƌ ħƨƐþqǁƐ ǈƤǉ ǀƺqǉ (2009) ħǂǈƑǂƟ ǂ໗ƒƧþ

ƩĜŏþ ǈkĂ ,qĜþƌ ħưƺƑƟǈ Ĭƺ ħǂǈƑyǁƐ !ƑyǁƐ ƱƑƲƨǁƐ ǀƑĭƻ໗ǂƨǈ Ĭƺ ħƺþyǈǁƐ ƔþƐqƌ !Yq Ĭƺ ƔqƏƑƨǁƐ

ǂ5Ĝǀλ!ƒǗ ǂdžǌdž!ƒ ǂ5Ĝǀλ ǗǂŏƶƒþħǕƒ ǂ5Ĝǀλ!ƒ ǗǂŏƱƒƧþĂƧŏħ!ƒ ǂ5Ĝǀλ!ƒ) ǂŏdžŏǗǉk!ƒ ǂ5Ĝǀλ!ƒ ǈdž ƱĜdžǉ ǂƶħƧǈ

ƒƦǊ ƽŏǀơk!Ă Ǘ(ĜǊǀŏħƱkĂ ĜǊǁǀǉ ,ĜǊǉŏƨƤk ,ǂ5Ƨƶdž!ƒ ƔĜ໗kǂƒ) ǂ5Ƨƶdž!ƒ ǀƧƒþǕ þĜƶħǈ ǂƶħƧǈĂ (ǂdžƶƒþ!ƒ

ǗǈĜƶ!ƒ YĜƱǀ!ƒ ƘĜŏƽTk໗dž yŏdžƞ Ŏ5 ýλdžkdž!ƒ ǂ໗ƒƧþ!ƒ yǈkƞdž ƘǁdžT ǂǉĜħk໗ƒ ǂơĜħ!ƒ ǈdžƬ ƻþǌ!ƒ

Ĭǁƶ ǂǉĜħk໗ƒ (300) yŏƨĂkħ ǂơĜħ!ƒ ǈĜþĂ ƘĜŏƽTk໗dž (8) ĜǊþþƶ ƹ!Ĝħ!ƒĂ þħƧƹ ǂǗ5Ĝơdž Ŏ5 ǂǁdžĜƶ!ƒ

ǂƶƞƧk໗dž!ƒ ƘĜǉĜħk໗ǕƒþþƶƹǁħĂ .ǂλĂơħdž!ƒ ƘĜŏƽTk໗dž!ƒ Ŏ5 ǂŏ5ƒƧTǕƒ ƻƑĜǗĂ!ƒ Ŏǁƹ ĜT yŏdžƞ

Ŏ5 ǂ5Ƨƶdž!ƒ ǀƧƒþƹ ǂ໗ƧĜdždž ǂƞƧþ ǈdž Ĭ!ƹ ǂ໗ƒƧþ!ƒ ƘǁƬĂk þƤĂ (253) ýŏǁơkǁ! ǂơ!ĜƬ!ƒĂ

ǂ໗ƧĜdždž ĜǊǁƤǈĂ ǂ5Ƨƶdž!ƒ ƽŏħƱk þƶħ ĜǊǉƶǈ ǈĜǂĂ .Ʊ໗Ăkdž ăĂk໗dž Ƙǉĵǂ ǂλĂơħdž!ƒ ƘĜŏƽTk໗dž!ƒ

ƱƾdžǀǕ ǈǰǚǍơǻdž!ƒ ƘƾǋǀƞǨƒ Ǒ5 ƗǒƑƾƮơǫ Ɨ!Ǚƥ ƘƒƦ ƘƾƿǍƧ5 ƥǍƞǍ Ƕ!ƦǂǍ .Ɨ5ƧƶdžƒǇ ýǀǀ ƥƶǻ

ǄƥƵ ǈǰǨǍ (ǑɅǒƲǍ!ƒ ǏdžƪdžƒǛ ƗdžƥƤ!ƒ ƘƒǍǀƪǍǛƧdžƶ!ƒǍǛƩǀƞ!ƒ) ƘƒƧǒƺǨdž! ǎƨƶǨ ƗǒdžǒƲǀǨ!ƒ Ɨ5ƾǀǚ!ƒ

ǈǒǀdžǀƶ!ƒ ƥƥƵǍ ǛǏ5ƬǨƪdž!ƒ ƴƿǍdžǍ ǛǑdžǀƶ!ƒ ýǋǀƌdž!ƒ) ƘƒƧǒƺǨdž! ƗǒƑƾƮơǫ Ɨ!Ǚƥ ƘƒƦ ƘƾƿǍƧ5 ƥǍƞǍ

ƥƾƶǻƊ ǈǰǻǍ ƗǒdžǒƲǀǨ!ƒ Ɨ5ƾǀǚ!ƒ ƱƾdžǀƊ ǈǰǻ ƗǒǻƾƞǒǫƗǒƱƾǻǨƧƒ Ɨƿǚ ƥǍƞǍ Ƕ!ƦǂǍ.(ƗǒƧƒƥǛƒ ǀƥơǍ!ƒ Ǒ5

ǈƾǂǍ ǑƵƒƥǻǛƒ ƱdžǀǍ!ƒǍ Ɨ5ƧƶdžƒǇ ǀƧƒƥǫ ǈǰǻ ƘǀƾǂƗ ƗƿǚƵ ǎǍƿƊ ǈƊ ƥƞǍ Ɨǒơǚ Ɨ5ƧƶdžƒǇ ǀƧƒƥǫ

.ǑƱƒƧƿǍƧǰǻ!ƒ ƱdžǀǍ!ƒǍ Ɨ5ƧƶdžƒǇ ǀƧƒƥǫ ǈǰǻ ƾǌ5ƶưƊ

2-4-2 :

(2008)

140

(0.01 ≥α)

(0.05≥α)

(2008)

Ĭ᷊Ž ǴNjƧƛDĂ Ŏɀ ŏƱĂ!ƒ Ǵ ưƧ!ƒĂÜ ΣƧƒβdž!ƒ ƘƒƧŏβdž ăβ! ƗŏβǴŏl!ƒ ƱǴdžljŰƒ LJŏƅ ƗpŭƶƷ!ƒ βŏβơk!

ƘƒƧĂβ!ƒ ÜƗŏ!Ǵơ!ƒ lƧŏβdž!ƒ ƴdž lƧƅP!ƒ ÜŎdž᷊ƶ!ƒ ƴNjƋdž!ƒ) Ɨŏ!Ǵk!ƒ ƘƒƧŏʒkdž᷊! Ǵƶƅk ƘǴdž᷊ƶdž!ƒ

(450) ǴNjββƵ Ƹ!Ǵƅ!ƒ ƗƪƒƧβ!ƒ ƗljŏƵ LJdž ƘǴljǴŏƅ!ƒ ƴdžƞ! lƒβƋǂ ƗljǴƅkƪŰƒ DžƒβƤkƪƒ DžkĂ,(ƗŏƅŏƧβk!ƒ

Ƙ᷊ƮĂk βpĂ , %30 ƗƅƪLjƅ ǁ!ƦĂ Ɨdž᷊ƶdž (1496) ljββƵ Ƹ!Ǵƅ!ƒĂ ƗƪƒƧβ!ƒ ƴdžkƞdž LJdž Ɨdž᷊ƶdž

NŏƅŏŏƱƒƧldžŏβ!ƒ Ʊdžlj!ƒ ĂNj DžǴƶ!ƒ Džŏ᷊ƶk!ƒ ΣƧƒβdž Ŏɀ ƗƪƧǴdždž ƗŏβǴŏl!ƒ ƱǴdžljŰƒ ƧƛǂD LJƒ Ĭ!ƒ ƗƪƒƧβ!ƒ

ƘǴdž᷊ƶdž!ƒ ăβ! Ŏɀ ŏƱĂ!ƒ Ǵ ưƧ!ƒ ƗƞƧβ ăĂkƪdž LJƒĂ Ŏ᷊ƪƒƧk!ƒ Ʊdžlj!ƒ ƒƧŏƤDĂ ŎƱƒƧpĂkĂŰƒ Ʊdžlj!ƒ

Ŏɀ ŏƱĂ!ƒ Ǵ ưƧ!ƒ LJŏƅ ăĂkƪdž βljƵ ƗƅƞĂdž NŏƱǴƅkƧƒ ƗpŭƵ βĂƞĂ Ĭ!ƒ ƗɀǴ ưŰǴƅ Ü ƱƪĂkdž ăĂkƪdžƅ

Ɨ!Ŭβ ƘƒƦ ƽĂƧɀ βƞĂk Ŭ ÜǴNjŏơƒĂ ưĂ ǴNjƅD ΣƧƒβdž ƘƒƧŏβdž ăβ! ΣƧǴdždž!ƒ ŎƱƒƧldžŏβ!ƒ Ʊdžlj!ƒĂ

ƘƒƧŏβdž!) Ŏ᷊ƪƧk!ƒ IJ ŎƱƒƧpĂkĂŰƒ IJ ŎƱƒƧldžŏβ!ƒ Ɨ ŭƛ!ƒ ƗŏβǴŏl!ƒ ƱǴdžljŰƒ Ŏɀ ƗŏƑǴƮơƒ

Ʊdžlj!ƒ Ŏɀ ƗŏƑǴƮơƒ Ɨ!Ŭβ ƘƒƦ ƽĂƧɀ βĂƞĂ .(ƗŏƅŏƧβk!ƒ ƘƒƧĂβ!ƒ ÜŎdž᷊ƶ!ƒ ƴNjƋdž!ƒÜΣƧƒβdž!ƒ

LJdž lƧƅP!ƒ ƘƒĂƦ ƘǴdž᷊ƶdž!ƒ ƗƑɀ Ơ!ǴƮ! ǁ!ƦĂ Ɨŏ!Ǵơ!ƒ lƧŏβdž!ƒ ƴdž lƧƅP!ƒ ƻŭkƤǴƅ ŎƱƒƧldžŏβ!ƒ

. ƗŏƱƒƧldžŏβ ƧƛǂD lƧŏβdž!ƒ LJD LJĂƧƅkƶŏ Ɨŏơ (ƧƛǂƋɀ ƘƒĂljƪ6)

βƏNjƢ Ĭʓ ƀƐβƢDžǂǁ ƔƢƏƑƨǁƐ ƕĭƢƑĭƨǁƐ ƱƑDžǆǅŰƐ βkƈ ƗɀƧƶdž Ĭ!ƒ (2010) βǴƑƜ ƗƪƒƧβ ƘɀβNjĂ

ƻβnj!ƒ ƒƦNj ƽŏlơk!Ă , !NJƏƐβƐNj DžĭǂDžƑƴǁƐ ƀƐƢƈ Nj ƑƮβ ĂǂY ĬɀƐβƴǁƐ DžNjƑƴǂǁƐNj ƱĭƱƢǂǁƐ ƔβƐƦNj

Ƹ!Ǵƅ!ƒ ƗƪƒƧβ!ƒ ƴdžkƞdž LJdž ƗɀƱĂdžĂ ǴɀƱĂdž (247) Ƙʓ᷊ƅ ƗljŏƵ Ĭ᷊Ž ƘƵƨĂĂ ƗljǴƅkƪƒ ƘdždžƮ

Ƨŏβdž!ƒ Ʊdžlj , ƴβkƶdž!ƒ Ƨŏβdž!ƒ Ʊdžlj) ŎkŰƒ Ăơlj!ƒ Ĭ᷊Ž ƗŏβǴŏl!ƒ ƱǴdžljŰƒ ƔŏkƧk LJǴǂĂ. (645)

LJD Ǵdžǂ .(ĭĂƱ᷊ƪ!ƒ Ƨŏβdž!ƒ Ʊdžlj , ƴNjǴƪkdž!ƒ Ƨŏβdž!ƒ Ʊdžlj , ŎƵǴdžkƞŰƒ ĭβǴlj!ƒ Ƨŏβdž!ƒ Ʊdžlj ,ƽŏƧɀ!ƒ

(3037) Ƹ᷊ƅ ŎƅǴƪơ ƱƪĂkdžƅ ƗƱƪĂkdž ƗƞƧβ LJǴǂ LJŏ᷊dždžǴƶ!ƒ ăβ! Ŏɀ ŏƱĂ!ƒ Ǵ ưƧ᷊! DžǴƶ!ƒ ăĂkƪdž!ƒ

βljƵ ŏŏƑǴƮơƒ Ɨ!ƒβ ƘǴpĂƧɀ βĂƞĂ DžβƵ Ĭ!ƒ ƗƪƒƧβ!ƒ Ƙ᷊ƮĂkĂ (0.90) ĭƧǴŏƶdž ƻƒƧơljƒĂ

ƴŏdžƞ Ŏɀ Σljƞ!ƒ ƧƛŰ ăƨƶk ƗŏβǴŏl!ƒ ƱǴdžljŭ! LJŏ᷊džǴƶ!ƒ ǁƒƧβƥ Ŏɀ (0.05≥α) Ɨ!Ŭβ!ƒ ăĂkƪdž

: [illegible] 3-4-2

[illegible] " [illegible] (De long and Fahey , 2000)[illegible]
[illegible] (1): [illegible] (2) , [illegible] (3) , [illegible] (4), [illegible]

[illegible] " [illegible] (Alive and Leinder , 2001) [illegible]
[illegible]

ƚ5Ƨƶdž!ƒ lƧƒƥƒ LJĐ ǤNjƨƧǃĐ ƘǤƞǤkLjkƪŰƒ LJdž ƚƵĂdžƞdž Ĭ!ƒ ƘǃƮĂkĂ , ƘǤdžƱLjdž!ƒ Ŏ5 ƚ5Ƨƶdž!ƒ lƧƒƥǫ

. ǤnjkǤŏǃdžƵ ĐžƵƥ Ŏ5 ƃdžǤNj ƥƧĂƥ Ƙǃƶ! ƘǤdžĂǃƶdž!ƒ ǤŏƞĂ!ĂLjǂk LJĐĂ Ǥnjưƶǃ Ĭǃ Ƶ lƥdžkƶdž ƚŏǃdžƵ

njǫǁ ǃĭǫƑĭǂǁɛ ƱƑĐžǂŰɛ ĂǂY ƺƥyǂǁɛ Ĭ!ǫ (Stumpf , 2003) ƘĭĐžǂƨ ƚƪƒƧƥ Ƙ5ƥNj

Ŏ5ŏƱĂ!ƒ ǤưƧ!Ǥǃ Ǥnjkpǘ ƵĂŰ ǃĭlĭƥĐžŰɛ ɣǫƟƚĐžǁɛ lƑĭŰNjǁɛ Ĭƺ ƑdžĭǁNjƥƑl ƘƥNjdž ǃĭŰNj Ĭƺ Đžĭƥĭǫ Đžǁɛ

Ü ƚŏƵǤdžkƞŰƒÜ ƚŏ5ǤlƛĭƒƘŬǤƮkŬƒ Ü ƚŏƵƒƧƨ!ƒ) ƘǤƪƪƋdž!ƒĂ ƧƑƒĂƥ!ƒ Ŏ5 LJŏǃdžǤƶ!ƒ LJŏ5ƱĂdž!ƒ ăƥ!

ǊƑǤkLj!ƒ ƘƧnjƱĐĂ . ƚŏƑƒĂTƶ!ƒ ƚLjŏǤƶdž!ƒ ƚlŏƧƱǃ ƒĂƧŏkƤƒ ƒƧŏƥdž 232 ƚƪƒƧƥ!ƒ ƚLjŏƵ ƘƺǃĂ (ƚŏdžŏǃƶk!ƒ

ăĂkƪdž LJŏǃ ƚpǘƵ ƥĂƞĂ ǁ!ƦǂĂ LJŏǃdžǤƶǃ! Ŏ5ŏƱĂ!ƒ ǤưƧ!ƒĂ ĭƥǤŏl!ƒ ƱdžLj!ƒ LJŏǃ ƚpǘƵ ƥĂƞĂ

.Ŏ5ŏƱĂ!ƒ ǤưƧ!ƒ ăĂkƪdžĂ ǤnjŏǃƵ ýƮơŏ Ŏk!ƒ ƚŏƥǤdž!ƒ ƨ5ƒĂơ!ƒĂ ƻƱĂdžǃ! Ŏdžǃƶ!ƒ ýNjƋdž!ƒ

ĬĐžĭưdžǂǁɛ ülĭNJǁɛNj ǃƺƥyĐžǁɛ ɣƥɛǫƋ ǃĭƜĭƚɛƥƚƨƋ ƥƑkƆ " ĐžɛNjdžyǤ (Laio ,2007) ǃƨɛƥǫ

Ĭǃ Ƶ ŎdžŏƱLjk!ƒ ýǂŏnj!ƒĂ ƚ5Ƨƶdž!ƒ lƧƒƥǫ ƚŏƞŏkƒƧkƪǫ ƧƛĐ ƧǤǃkƤƒ Ĭ!ƒ ƚƪƒƧ!ƥ!ƒ Ƙ5ƥNj" ƥƑlƚǤŰɛ ĂǂY

ǤnjLjdž ǊƑǤkLj!ƒ LJdž ƥŏƥƶ!ƒ Ĭ!ƒ ƘǃƮĂk ƥpĂ . ƚǂƧT 195LJdž ƚLjŏƵ ƚƪƒƧƥ!ƒ ƘǃdžTĂ ,ƜǤkLjŰƒ ƧǤǂkǃƒ

ýǂŏnj!Ǥ5 , ƚ5Ƨƶdž!ƒ lƧƒƥŰ ƚǃŏƪĂǂ ƚƮǤƤ!ƒ ǤnjkŏƞŏkƒƧkƪǫ ƧŏĂƱkǃ ƘǤƪƪƋdž!ƒ ĐžĂlk ǤdžƥLjƵ NJLjĐ

,ƧǤǂkǃŬƒ ƨƨƶk LJĐ yŏƱƪk Ŏk!ƒĂ ƚkdžkŰƒ Ă ƚLjLjǂdž!ƒ ĂĐ ƚŏƨǂƧdž!ƒ Ĭǃ Ƶ ƨǂƧŏ lƋTLjdž!ƒ ljƦnj! ŎdžŏƱLjk!ƒ

ĭƦ!ƒĂ ɣƪǤLjdž!ƒ ŎdžŏƱLjk!ƒ ýǂŏnj!ƒ ŎNj ƚkdžkŰƒĂ NJLjLjǂdž!Ǥ5 ƻŏLjƮk!ƒ ƚŏƞŏkƒƧkƪǫ YǤǃkǫ Đžkŏ ǤdžƥLjƵ ǤdžĐ

. ƧǤǂkǃŬƒ ýŏnjƪk! lƋTLjdž!ƒ ljǤLjǃkk

LJŏǃǤdž ƚpǘƶ!ƒ Ĭǃ Ƶ ƻƧƶk!ƒ Ĭ!ƒ(Ladd&Mark , 2008) pƥƑĐžNj ǫŰ ǃƨɛƥǫ lƺǫljNj

ƘǃdžTĂ ƚŏǃƵǤ5Ă lǤ5ǂǃ ǤnjŏƥǃlƥĂƞĂdž!ƒ ƚ5Ƨƶdž!ƒ ýlLj ƚŏǃdžƵ Ŏ5 ƚdžƱLjdž!ƒ ƚŏLjǤǂdžǫĂ ƚŏdžŏƱLjk!ƒ ƚ5ǤlƛĭƒƘ

ǤƒƧƞǫ ƥƶǃĂ , ƚŏǂŏƧdžŰƒ ƚŏĂƞ!ƒ ƘƒĂl!ƒ LJdž ƚdžƱLjdž 23 Ŏ5 ǂƥƧ5 1116 LJdž Ƙ5!ƋkƚLjŏƵ ƚƪƒƧƥ!ƒ

ƘǃƮĂk , ƚ5Ƨƶdž!ƒ ýlLj lǤ5ǂ Ĭǃ Ƶ lƧƛƋdž!ƒ ýdžƒĂƶ!ƒ Ă lƥƑǤƪ!ƒ ƚŏdžŏƱLjk!ƒ ƚ5ǤlƛǃĐžŏŏlk ƚŏǃdžƵ

[illegible]

[illegible]

.[illegible]

: [illegible] 4-4-2

- [illegible]

[illegible]

[illegible] 2001) [illegible]

[illegible] ,(Soviak , 1999([illegible] (2008, [illegible]

[illegible]

[illegible]

[illegible]

.(Collmer 1990) [illegible] (Stumpf , 2003) [illegible] (2010) [illegible] (2008)

- [illegible]

[illegible]

[illegible] (Alavi and Leinder , 2001) [illegible] (2006) [illegible] (2008) [illegible]

(2005 [illegible]) [illegible]

[illegible]

.(2005) [illegible] (Laio ,2007) [illegible]

(2006)

.(Ladd&Mark , 2008) (De long and Fahey , 2000) (2009

ƘǁƑƙǁƐ ǖƬƧǁƐ

Ƒǉƥǐƨƨǌ ƑǋǂǏƟǌ ƕƨƐƥƣǁƐ ƛƏƑǂǍ Ƒ ƥƳ

:ǏǂǑƐ ǌƟǊǁƐ ǍǂƳ ǏǉǌƕƨƐƥƣǁƐ ƕǂƏƨƈ ƣƑǍǂƳǗƑƈ ǛƕƨƐƥƣǁƐ ƛƏƑǂǍ

ƥưǍ ƕǌǋǌ ǍǍ ƕǏƣƥǓƐ ƕǏǀǍǁƐ ƕǏǍǂƴǁƐ ƕǏǮǍǋǁƐ Ǐƺ ƳƣƏƑƨǁƐ ƕǏƣƑǏƪǁƐ ƲƑǍǍǓƐ ƑǍ" :ǖǌǓƐ ǖƐƉƨǁƐ "Ƴ ƑǌǏƺ ǍǏǂǍƑƴǁƐ

ƢǈǍǉǕ ǂǑƧǈǑǍǍ!ƒ ƘǈƼƒƧơǉǕƒǍ ǂǑǊƪơ!ƒ ƘǈƢƪǍǍǍ!ƒ ǋƒƧƤǍƪƒ ǍǍ ýƒƋƪ!ƒ ƒƦǌ ǇƵ ǂǊǈƞǘ!

. ǁ !ƦƠưǍǑ ǉǈǉƥƉ (4)ýǍƥƞ!ƒǍ ǕǂǑǉƥƧǕƒ ǂǑǂǁǍǍ!ƒ ǂǑǍǍǍ!ƒ ǂǑǍǍƞ!ƒ Ǒƽ ǈƥƑǈƪ!ƒ ǈƥǈǑǀ!ƒ

(**4**) ǖǌǏǁ

ƒƨƟ ƑǏǁƦǍǂ ƕǈǂƥǍ ƕǏǍǂƴǁƐ ƕǏǮǍǋǁƐ Ǐƺ ƕƨƥƑǍǍǁƐ ƕǏƣƑǏƪǁƐ ƲƑǍǍǕ ƕǏƥƑǏǮǍǁƐ ǀƑƺƥƟǍǕǌ ƕǏǈƑƨƟǁƐ ǀƑƲƨǌǂǍǁƐ (**80**=Ǎ) ƕǏǈƑƨƟǁƐ ǀƑƲƨǌǂǍǁƐ

ƕǋƥƣǁƐ	ƺƐƥƟǍǕƐ ǎƥƑǏǮǍǁƐ	ƲƨǌǂǍǁƐ ǏƑƨƟǁƐ	ƲǍǁƐ	ƕǈǂƥǁƐ
ǂƢƪǍǍ	.70	3.12	ǑƢƒƧǀǍǑƥ!ƒ ǐƥǈǑǀ!ƒ ƢǍǍ!ƒ	1
ǂƢƪǍǍ	.78	2.93	Ƨơ!ƒ ǐƥǈǑǀ!ƒ ƢǍǍ!ƒ	2
ǂƢƪǍǍ	.95	2.81	ǑƢƒƧǀǍǕƒ ǐƥǈǑǀ!ƒ ƢǍǍ!ƒ	3

ǂǉǑǍ!ƒ ƥƒƧƽ ƘǈǊƞǕ ǂǑƧǈǑǍǍ!ƒ ƘǈƼƒƧơǉǕƒǍ ǂǑǊƪơ!ƒ ƘǈƢƪǍǍǍ!ƒ (4) ǍƥƧ ýǍƥƞ!ƒ ǇǑǑ

ǂƢƪǍǍ ǍǑǑǀ ǂƞƧƥ (3,12-2,81) ǇǑǊ ƘơǍƒƧ ǑǍ!ƒǍ Ǖ"ǇǑƧǑƥǍ! ǈƥƑǈƪ!ƒ ǂǑƥǈǑǀ!ƒ ƢǈǍǉǕƒ" ǇƵ

ǂǉǑǍ!ƒ ƘǈǊƞƒ ƽƒǍ ǏǁƵ ýƥǑ ǈǍǍ (0,95-0,70) ǇǑǊ ƟǍƒƧ ǐƧǈǑǍǍ ƻƒƧơǉǊǍ ǕƥǈǍǊǕƒ ýǍǍƞ!

ƻƒƧơǉǊǍ (3,12) ƩǊ ǑǊǈƪơ ƢƪǍǍǊ Ǖ"ǑƢƒƧǀǍǑƥ!ƒ ǐƥǈǑǀ!ƒ ƢǍǍ!ƒ" ǈǌǓƵƉ ǇǈǂǂǑơ ǕǈǌƪǉǈƞǍ

ǈǈƞ ǂǑǉǈǍ!ƒ ǂǊǍƧǍǍ!ƒ ǑƽǍ, ǈǌƪǉǈƞǍ ǂǉǑǍ!ƒ ƥƒƧƽ ƘǈǊƞƒ ƽƒǍ ǏǁƵ ýƥǑ ǈǍǍ ,(0,70) ǐƧǈǑǍǍ

ǏǁƵ ýƥǑ ǈǍǍ, (0,78) ǐƧǈǑǍǍ ƻƒƧơǉǊǍ Ǖ(2.93) ƩǊ ǑǊǈƪơ ƢƪǍǍǊ "Ƨơ!ƒ ǐƥǈǑǀ!ƒ ƢǍǍ!ƒ"

[illegible] (0.95) [illegible] (2,81) [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

(5) [illegible]

[illegible]
(80=[illegible]) [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	0.87	3.45	[illegible]	1	1
[illegible]	0.98	3.28	[illegible]	8	2
[illegible]	1.00	3.16	[illegible]	5	3
[illegible]	1.00	3.13	[illegible]	4	4
[illegible]	0.95	3.13	[illegible]	7	4
[illegible]	0.92	3.10	[illegible]	2	6
[illegible]	0.81	3.08	[illegible]	3	7
[illegible]	0.93	2.96	[illegible]	9	8
[illegible]	0.95	2.84	[illegible]	6	9
[illegible]		3.12	[illegible]		

ĭ þĜŏl!ƒ ƱďžǉĮ!ƒ ƘƒƧls! ŀŏƧĜŏƶďž!ƒ ƘĜ5ƒƧơǉŬƒĂ ŀŏhĜʅơ!ƒ ƘĜƱʅĂƙďž!ƒ (5) ĎžpƧ ýĂþŋ!ƒ ǈŏhŏ

ýþŏ Ĝďžďž (0,98-0,81) ĭƧĜŏƶďž ƻƒƧơǉĜhĂ (3.45-2.84) ǈŏh ƘơĂƒƧƙ Ŏƙ!ƒĂ ÜŎƱƒƧlďžŏþ!ƒ

ǈĜǂ ŀŏơ ÜƘƒƧls!ƒ ýŏďžŋ! ŀƱʅĂƙďž Ďžŏŏlƙ ŀŋƧþh ,ĎžŋǉŏhĜďžŏ5 ŀǉŏƶ!ƒ þƒƧ5Ď ƘĜhĜŋƒ ƾ5ƒĂƙ ĬĮƵ

(3.45) ŎhĜʅơ ƱʅĂƙďžh "ĎžƒƧƙơƒĂ ŀ!ƒþƶh ǈŏ5ƱĂďž!ƒ ýďž ĭƧŏþďž ýďžĜƶƙŏ"(1) lƧls! ĜǋűƵĎ

ŀŏǉĜʎ!ƒ ŀhƙƧďž!ƒ Ŏ5Ă,ĜŋʅǉĜŋƙĂ ŀǉŏƶ!ƒ þƒƧ5Ď ƘĜhĜŋƒ ƾ5ƒĂƙ ĬĮƵ ýþŏ ĜďžďžÜ(0.87) ĭƧĜŏƶďž ƻƒƧơǉƒĂ

(3.28) ŎhĜʅơ ƱʅĂƙďžh "ýďžƶ!ƒ Ŏ5 ĭƒƧ!ƒ Ĝƒþhƒ Ŏ5 ŀŏƧơ!ƒ ĭƧŏþďž ŎƱƶŏ" (8) lƧls!ƒ ƘĜŋ

Ƨŏǂƽƙ!ƒ ƔĂĮʅƒ ĭƧŏþďž ĎžþƤƙʅŏ" (4) lƧls!ƒ ƘĜŋ ŀʎ!Ĝʎ!ƒ ŀhƙƧďž!ƒ Ŏ5Ă Ü(0.98) ĭƧĜŏƶďž ƻƒƧơǉƒĂ

ĭƧĜŏƶďž ƻƒƧơǉƒĂ (3.16) ŎhĜʅơ ƱʅĂƙďžh "ŀƵĜďžŋĮ! ĜĜďžƙǉŬĜh ƩĜʅơŬƒ ƾŏďžƶƙĂ ŎƵĜďžŋ!ƒ

" ǈŏ5ƱĂďž!ƒ ăþ! ƧĜǂƙhŬƒ ƟĂƧ ĭƧŏþďž Ŏďžǉŏ " (6) lƧls!ƒ lƧŏƤǕƒ ŀhƙƧďž!Ĝh ƘĜŋ Ĝďžǉŏh (1.00)

(3.12) ýǂǂ ƱďžǉĮ! ŎhĜʅơ!ƒ ƱʅĂƙďž!ƒ ƩĮhĂ .(0.95) ĭƧĜŏƶďž ƻƒƧơǉƒĂ (2.84) ŎhĜʅơ ƱʅĂƙďžh

. ŀƱʅĂƙďž ŀŋƧþhĂ

[illegible] : [illegible].

جدول (6)

المتوسطات الحسابية والانحرافات المعيارية لإجابات أفراد عينة الدراسة عن فقرات النمط القيادي الأوتقراطي مرتبة تنازلياً(ن=80)

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	1.15	3.09	[illegible]	4	1
[illegible]	1.10	2.85	[illegible]	5	2
[illegible]	1.21	2.83	[illegible]	2	3
[illegible]	1.21	2.80	[illegible]	7	4
[illegible]	1.12	2.76	[illegible]	1	5
[illegible]	1.14	2.73	[illegible]	3	6
[illegible]	1.18	2.60	[illegible]	6	7
[illegible]		2.81	[illegible]		

[illegible] (6) [illegible] (3.09-2.60) [illegible] (1.21-1.10) [illegible] "(4) [illegible] (3.09) [illegible] (1.15) [illegible] (5) [illegible] (2.85) [illegible] (1.10) [illegible] " (2) [illegible]

lƧőƤŰƒ ƗƕƙƧďž!Ǵƕ ƘƇǴɳ Ǵďžǰőƕ (1.21) ĭƧǴőƶďž ƻƒƧơǰƒĂ (2.83) ŎƕǴƪơ ƱƪĂƙďžƕ " ǇŏƽƱĂďž!ƒ

ŎƕǴƪơ ƱƪĂƙďžƕ " ýďžƶ! Ƨőƪ ǇǴďžư! lƒþƌ ƔǴlƶ!ƒĂ þőþnjƙ!ƒ ƔĂǁƪƒ ĭƧőþďž ǅþƤƙƪő " (6) lƧlƽ!ƒ

ƗɳƧþƕĂ (2.81) ýǂǂ Ʊďžǰǁ! ŎƕǴƪơ!ƒ ƱƪĂƙďž!ƒ ƸǁƕĂ .(1.18) ĭƧǴőƶďž ƻƒƧơǰƒĂ (2.60)

ǇőƪĂƌƧďž!ƒ ƦǴƤƙƍ ƘǴőƵƒþƙ Ǉďž ǇőƧőþďž!ƒ ƻĂƤ Ĭ!ƍ ǁ!Ʀ Ŏƽ Ɣƕƪ!ƒ ƗƛơǴƕ!ƒ ĂƨƶƙĂ , ƗƱƪĂƙďž

Ưőăƽƙ Ŏƽ Ƨőþďž!ƒ ƗƕƸƧ Ǉďž ýǁlő Ǵďžďž ÝǴnjǰƵ ǅɳǰƙ þþ Ŏƙ!ƒ ƔþĂƶ!ƒĂ Ɨőďžǁƪ!ƒ Ƨőƹ Ƙƒƨƒƨl!ƒ

þőþnjƙ!ƒ ƔĂǁƪŰ ǇőƧőþďž!ƒ ǅƒþƤƙƪƒ Őǰþƙ ƗƛơǴƕ!ƒ Ăƨƶƙ Ǵďžǂ ÜǴnjưƶƕ Ăǅ Ƙƒƨƒƨl!ƒ ýőďžɳ Ŏƽ ƗƱǁƪ!ƒ

þőþnjƙ!ƒ ǅƒþƤƙƪƒ Ǉǅ ƚőơ ƔĂǁƪŰƒ ƒƦǌ ýƛďž ǅƒþƤƙƪƒ ƘǴőƕǁƪ lƧƛǂ Ĭ!ƍ ýďžƶ!ƒ Ƨőőƪƙ Ŏƽ ƔǴlƶ!ƒĂ

Ɨőƶƽƒþ!ƒĂ ƨǴɳǰŰƒ Ŏƽ ǊƙƕƸƧ Ǉďž ýǁlƙĂ ýďžǴƶ!ƒ ƗőɳǴƙǰƒ Ǉďž ƻƶưƙ ýǴďžƵŰƒ Ƨőőƪƙ Ŏƽ ƔǴlƶ!ƒĂ

ǇƵ þǴƶƙƕŰƒ ǇőƧőþďž!ƒ Ĭǁƶ ƔɳĂƙƪő ƒƦ! Üýǂǂ Ɨőƶďžɳ!ƒ ƗőɳǴƙǰƍ ƻǴƶưƒ Ĭ!ƍ ĭþƌő Ǵďžďž ÜǰĂơǰ

.ýǴďžƵŰƒ Ƨőőƪƙ Ŏƽ Ɣő!ǴƪŰƒ ǰƦnj ýƛďž ƳǴƕƙƒ

þƟǁƐ ăƣƑƭǁƐ ƯƊǂǁƐ :ƑƙǁƑƙ

(7) ǘnjƣǁ

ƕǴǂþƊ þƟǁƐ ăƣƑƭǁƐ ƯƊǂǁƐ ǃƐþƨƺ ƊƳ ƕƨƐþƣǁ ƕǁƭƳ ƣƐþƺƈ ǃƑǴǁǁŰ ƕƭþƑƭƊǁƐ ǃƑƺƐþƟǂǁǕǋ ƕƭǴƑƨƟǁƐ ǃƑƯƨǋǂƊǁƐ

(**80**=Ɗ)ƑƭǁƦƑǂ

	ƻƒƧơǰŬƒ ĭƧǴőƶďž!ƒ	ƱƪĂƙďž!ƒ ŎƕǴƪơ!ƒ	lƧlƽ!ƒ	ǅþƧ!ƒ	ƗƕƙƧ!ƒ
ƗƱƪĂƙďž	0.98	3.36	ýďž ƔƪǴǰƙő Ǵďžƕ ǅǂnjƙǴɳƒĂƕ ǅǴőǁǁ! ǇŏƽƱĂďžǁ! ƗőƧơ!ƒ ĭƧőþďž ŐƱƶő .ýďžƶ!ƒ ƘǴɳǴơ	6	1
ƗƱƪĂƙďž	1.07	3.23	ăƧƕǂ!ƒ ƗőďžNjŰƒ ƘƒƦ ýǴďžƵŰƒ ƨǴɳǰƕ ĭƧőþďž ǅƙnjő	9	2
ƗƱƪĂƙďž	1.09	3.05	.ýďžƶ!ƒ ƗơǁƮďž Ĭǁƶ ǇŏƽƱĂďžǁ! ŎǰǴƪǰŬƒ ƔǰǴɳ!ƒ ĭƧőþďž ŎƵƒƧő	7	3
ƗƱƪĂƙďž	1.13	3.04	.ǋ! ǇŏƶƕǴƙ!ƒ ǇŏƽƱĂďž!ƒ ƘǴƕƸƧƕ ĭƧőþďž ƧƛƌƙŐ	1	4

[illegible]	1.06	2.88	[illegible]	3	5
[illegible]	1.21	2.86	[illegible]	2	6
[illegible]	1.06	2.79	[illegible]	4	7
[illegible]	1.28	2.59	[illegible]	5	8
[illegible]	1.22	2.54	[illegible]	8	9
[illegible]		2.93	[illegible]		

[illegible] (7) [illegible] (1.28-0.98) [illegible] (3.36-2.54) [illegible] "(6) [illegible] (0.98) [illegible] (3.36) [illegible]

[illegible] (9) [illegible] (1.07) [illegible] (3.23) [illegible] " (7) [illegible] (1.09) [illegible] (3.05) [illegible] (2.54) [illegible] " [illegible] (8) [illegible]

ǑǊǨƪơ!ƒ ƱƪĂƙdž!ƒ ƸǊǊĂ ǤnjƪǉǤƞƙĂ Ɨǉǒƶ!ƒ ƥƒƧ5ǅ ƘǤǊǤƞƒ ƽ5ƒĂƙ ǅƥƵ ǏǊƵ ýƥǒ ǤdždžƵ ,(1.22) ǐƧǤǒƶdž
. ƗƱƪĂƙdž ƗƞƧƥǊĂ (2.93) ýǂǂ Ʊdžǉǉ!

ǅžǏƦƪƗ ǕǊƺƥyǅžǁ ƒƑƨƗǀƐ) ǊƺƥyǅžǁƐ ƔƥƐƣƌ ǀƑǤǂƲƗǅž !ƐƣƪƗƨƐ njǋƗƨǅž ƑǅžǄ" :ǏǅƑƙǁƐ üƐǅƨǁƐ
"ǋǊǏǅƣƥǓƐ ǊǏǀǂǅžǁƐ ǊǏǅžǂyǁƐ ǊǏyǅžǁǁƐ Ǐƺ (ǊƺƥyǅžǁƐ ƼǏǤǓƗ ǕǊƺƥyǅžǁƐ üɫǅ ǕǊƺƥyǅžǁƐ

ƗùǒƧǤǒƶdž!ƒ ƘǤù5ƒƧơǉǕƒĂ ƗǒǊǤƪùơ!ƒ ƘǤƱùƪĂƙdž!ƒ ǁƒƧƤƙƪƒ ǅƙ ýƒƌƪ!ƒ ƒƦnj ǇƵ ƗǊǤƞǘ!

ýùǀǉ ÜƗù5ƧƶdžƖ!ƒ ǇǒƧùƤƙ ÜƗ5Ƨƶdž!ƒ ƔǤƪƙǂƒ) ƗǒơǇdž ƗƧƶdž!ƒ ǀƧƒƥƍ ƘǤǊǊƱƙdž ǅžƒƥƤƙƪƒ ăĂƙƪdž!
. ǁ!Ʀ ƠưĂǒ ǉǤǉƥǅ (8) ýĂƥƞ!ƒĂ ÜƗǒǉƥƧǕƒ Ɨǒǂǁdž!ƒ ƗǒdžǁƶƖ!ƒ ƗǒƶdžƞƖ!ƒ Ǒ5 (Ɨ5Ƨƶdž!ƒ ƽǒǊƱƙ ÜƗ5Ƨƶdž!ƒ

(8) üǋƣǁ

ǊǏǅžǂyǁƐ ǊǏyǅžǁǁƐ Ǐƺ ǊƺƥyǅžǁƐ ƔƥƐƣƌ ǀƑǤǂƲƗǅž !ƐƣƪƗƨƐ njǋƗƨǅžǁ ǊǏƥƑǏyǅžǁƐ ǀƑƺƐƥƟǅžǓƐǋ ǊǏǤƑƨƟǁƐ ǀƑƲƨǋƗǅžǁƐ
(**80**=ǅž) ǊǏǤƑƨƟǁƐ ǀƑƲƨǋƗǅžǁƐ ƒƨƟ ƑǁǁƦƑǅžƗ ǊǤƗƥǅž ǊǏǅžƣƥǓƐ ǊǏǀǂǅžǁƐ

ǊǁƥƣǁƐ	ăƥƑǏyǅžǁƐ ƺƐƥƟǅžǓƐ	ǏǤƑƨƟǁƐ ƲƨǋƗǅžǁƐ	ƣyǤǁƐ	ǊǤƗƥǁƐ
ƗƱƪĂƙdž	.74	3.12	Ɨ5Ƨƶdž!ƒ ƽǒǊƱƙ	1
ƗƱƪĂƙdž	.70	3.11	Ɨ5Ƨƶdž!ƒ ǇǒƨƤƙ	2
ƗƱƪĂƙdž	.64	3.05	Ɨ5Ƨƶdž!ƒ ýǀǉ	3
ƗƱƪĂƙdž	.65	3.03	Ɨ5Ƨƶdž!ƒ ƔǤƪƙǂƒ	4
ƗƱƪĂƙdž		3.07	Ɨ5Ƨƶdž!ƒ ǀƧƒƥƒ	

ƗǉǒƶƖ!ƒ ƥƒƧ5ǅ ƘǤǊǤƞǕ ƗǒƧǤǒƶdž!ƒ ƘǤ5ƒƧơǉǕƒĂ ƗǒǊǤƪơ!ƒ ƘǤƱƪĂƙdž!ƒ (8) ǅƥƧ ýĂƥƞ!ƒ ǇǒǊǒ

-.64) ǐƧǤǒƶdž ƻƒƧơǉƒĂ (3.12-3.03) ǇǒǊ ƘơĂƒƧƙ Ǒƙ!ƒĂ Ɨ5Ƨƶdž!ƒ ǀƧƒƥƍ ǅƵƥ ăĂƙƪdž ǇƵ

ƥǤƶǊǕƒ yǒdžƞ! ƗƱƪĂƙdž ǅǒǒǀƙ ƗƞƧƥǊĂ,ǤnjƪǉǤƞƙĂ ƗǉǒƶƖ!ƒ ƥƒƧ5ǅ ƘǤǊǤƞƍ ƽ5ƒĂƙ ǏǊƵ ýƥǒ ǤdždžƵ Ü(.74

ƻƒƧơǉƒĂ (3.12) ǑǊǤƪơ ƱƪĂƙdžǊ " Ɨ5Ƨƶdž!ƒ ƽǒǊƱƙ " ƥƶǋ ǤǋǘƵǅ ǇǤǂ Ɨǒơ ÜƗǒǁǂ!ƒ ƗƞƧƥ!ƒĂ

[illegible] (3.11) [illegible] (.74) [illegible]

[illegible] (3.05) [illegible] (.70) [illegible]

[illegible] (.64) [illegible]

[illegible] (.65) [illegible] (3.03)

[illegible] (3.07)

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] (3.03) [illegible]

(9) [illegible]

[illegible]
(80=[illegible]

درجة التقييم	الانحراف المعياري	المتوسط الحسابي	الفقرة	الرقم	الرتبة
متوسطة	0.92	3.29	يوفر المدير سياسات عمل دائمة لحرية البحث.	1	1
متوسطة	0.97	3.28	يسهل المدير استخدام الشبكة الداخلية لتسهيل تدفق المعلومات وتبادل المعرفة.	5	2
متوسطة	0.95	3.26	يشجع المدير الموظفين على تطوير المعرفة لديهم.	6	3
متوسطة	0.98	3.19	يوفر المدير المناخ المناسب لتبادل المعرفة والخبرات بين الموظفين.	3	4

5	4	يوفر المدير فرص التعلم الذاتي للعاملين.	3.10	0.98	متوسطة
6	10	ينشر المدير ثقافة المبادرة الفردية والجماعية بين الموظفين	3.03	0.94	متوسطة
7	2	يوفر المدير حوافز للموظفين المشاركين في الحصول على المعرفة.	2.96	0.92	متوسطة
8	9	يضع المدير ميزانية مناسبة لدعم مشاريع إدارة المعرفة.	2.96	0.96	متوسطة
9	7	يحفز المدير الموظفين على تطور المعرفة لديهم.	2.90	1.04	متوسطة
10	11	يوجد خطط لدى المدير لتوقع التغيرات التي تطرأ على المحتوى المعرفي	2.88	0.89	متوسطة
11	12	يقوم المدير بتقييم الموجودات المعرفية.	2.86	0.95	متوسطة
12	8	لا يواضب المدير على اعلام جميع الموظفين بالمستجدات المعرفية.	2.71	0.98	متوسطة
		اكتساب المعرفة ككل	3.03		متوسطة

[illegible] (3.03) [illegible]

[illegible] (9) [illegible] (3.29-2.71) [illegible] (1.04-0.92) [illegible] "(1) [illegible] (3.29) [illegible] " [illegible] (0.92) [illegible]

[illegible] " (5) [illegible]

" (6) ˩Ƨǀɖ!ƒ ƘƇǦɳ ƚƛ!ƓƛƒƒƗ ƚƕƘƧdž!ƒ Ǒ5Ă Ǘ(0.97) ĭƧƓőƶdž ƻƒƧơǇƒĂ (3.28) ǑƕƓƪơ ƱƪĂƘdžƕ "

ĭƧƓőƶdž ƻƒƧơǇƒĂ (3.26) ǑƕƓƪơ ƱƪĂƘdžƕ " Džnjőþ! ƚ5ƧƶdžƒƧőĂƱƘ ǏǁƵ ǇǐɕƲĂdž!ƒ Ƨőþdž!ƒ ƴɳƬő

ǇǐɕƲĂdž!ƒ ƴőǆɳ Džǚƶƒ ǏǁƵ Ƨőþdž!ƒ ƔưƒĂő Ǚ "(8) ˩Ƨǀɖ!ƒ ˩ƧőƤǕƒ ƚƕƘƧdž!Ɠƕ ƘƇǦɳ ƓdžǇőƕ (0.95)

.(0.98) ĭƧƓőƶdž ƻƒƧơǇƒĂ (2.71) ǑƕƓƪơ ƱƪĂƘdžƕ " ƚő5Ƨƶdž!ƒ ƘƒþɳƘƪdž!Ɠƕ

ƕƺþƴƉǁǁ DžǏƦǃƚ :ǏdžƑƘǁǁ ƍƴƓǁǁ

. ƱƪĂƘdž ǎĂƘƪdžƕĂ (3.11) ǑƕƓƪơ ƱƪĂƘdžƕ ƚőǇƓƛ!ƒ ƚƕƘƧdž!ƒ Ǒ5 ƚ5Ƨƶdž!ƒ ǇǐƨƤƘ þƶƕ ƇǦɳ

(**10**) ǘNjƍǁǁ

ƕƓƚþDž ƕƺþƴƉǁǁ DžǏƦǃƚ ƍƴƓ ˩ƐþƺƺDžƳ ƕƨƐþƍǁǁ ƕdžǏƳ ƍƐþƺƈ ˩ƑƓƑǁǕ ƕǏþƑǏƴƉǁǁ ˩ƑƺþƟdžǗƐǋ ƕǏƓƑƨƟǁǁ ˩ƑǕƨǋƚƉǁǁ
(**80**=Dž)ƒǏǁƦƑƚ

ƚɳƧþ Džőőǀƙ!ƒ	ƻƒƧơǇǕƒ ĭƧƓőƶdž!ƒ	ƱƪĂƘdž!ƒ ǑƕƓƪơ!ƒ	˩Ƨǀɖ!ƒ	DžǏƧ!ƒ	ƚƕƘƧ!ƒ
ƚƱƪĂƘdž	0.80	3.35	ƻƲĂdž!ƒ ƓnjƕƪƘǂő ǑƘ!ƒ ƚ5Ƨƶdž!ƒ ƳƒĂǇƒ ƴőǆɳ ǇǐƨƤƘ Džƙő	1	1
ƚƱƪĂƘdž	1.06	3.21	.ƚ5Ƨƶdž!ƒ ǇǐƨƤƘ Ǒ5 ƚőɳĂ!ĂǇǂƘ Ɣő!ƓƪƒƒƗ ĭƧőþdž DžþƤƘƪő	4	2
ƚƱƪĂƘdž	0.94	3.10	.ƚőþƧĂ!ƒ ƘƒþǇƘƪdž!ƒĂ ƻőƬƧǕƒ ĭƧőþdž DžþƤƘƪő	3	3
ƚƱƪĂƘdž	1.01	3.04	.ƓnjőǁƵ ƚƲ5Ɠơdž!ƒĂ ƚ5Ƨƶdž!ƒ ƘƒþĂɳĂdž ƚǇƓőƬ! DžƑƒþ DžƓƲǇ þɳĂő	5	4
ƚƱƪĂƘdž	0.94	3.00	ƚ5Ƨƶdž!ƒ ƳƓɳƧƘƪǕ ƚơưƒĂ ƘƓdžőǁƶƘ ƴưĂ ǏǁƵ ĭƧőþdž ƒ Ƨơő .Nőþ! ƚǇƨƤdž!ƒ	6	5
ƚƱƪĂƘdž	0.88	2.99	ƘǚǂƬdž!ƒ Ǉdž Ƨőƛǂ!ƒ ƴơ Ǒ5 ƚǇƨƤdž!ƒ ƘƓdžĂǁƶdž!ƒ ĭƧőþdž DžþƤƘƪő	2	6
ƚƱƪĂƘdž		3.11	ƚ5Ƨƶdž!ƒ ǇǐƨƤƘ		

LJöɛƤk þžŇ ƘƒƧlʒ! ƗöƧĜöžďž!ƒ ƘĜ5ƒƧơǉǙƒĂ ƗöhĜʅơ!ƒ ƘĜƱʅĂkďž!ƒ (10) ĎžpƧ ýĂþŋ!ƒ LJöhö

ƻƒƧơǉƒĂ ƘƒƧlʒ!ƒ ýöďžŋ! ƗƱʅĂkďž Ďžöölk ƗŋƧþh (3.35-2.99) LJöh ƘơĂƒƧk Ŏk!ƒĂ ÜƗ5Ƨžďž!ƒ

Ďžkö "(1) lƧlʒ! ĜNjǚƵD LJĜǂ ǂöơ ÜƗǉöž!ƒ ƘĜhĜŋƒ ƽ5ƒĂk ǏǁƵ ýþö Ĝďžďž (1.01-0.88) ĭƧĜöžďž

ĭƧĜöžďž ƻƒƧơǉƒĂ (3.35) ŎhĜʅơ ƱʅĂkďžh " ƻƲĂďž!ƒ ĜnjhʅkǂöŎk!ƒ Ɨ5Ƨžďž!ƒ YƒĂǉƒ ýöďžŋ LJöɛƤk

LJöɛƤk Ŏ5 ƗöŋĂ!Ăǉǂk Ɣö!Ĝʅƒ ĭƧöþďž ĎžþƤkʅö" (4) lƧlʒ!ƒ ƘĈĜŋ ƗöǉĜʎ!ƒ ƗhkƧďž!ƒ Ŏ5 Ü(0.80)

lƧlʒ!ƒ ƘĈĜŋ Ɨʎ!Ĝʎ!ƒ ƗhkƧďž!ƒ Ŏ5Ă Ü(1.06) ĭƧĜöžďž ƻƒƧơǉƒĂ (3.21) ŎhĜʅơ ƱʅĂkďžh " Ɨ5Ƨžďž!ƒ

ĭƧĜöžďž ƻƒƧơǉƒĂ (3.10) ŎhĜʅơ ƱʅĂkďžh " ƗöpƧĂ!ƒ Ƙƒþǉkʅďž!ƒĂ ƻöƬƧǙƒ ĭƧöþďž ĎžþƤkʅö" (3)

ýơ Ŏ5 ƗǉɛƤďž!ƒ ƘĜďžĂǁžďž!ƒ ĭƧöþďž ĎžþƤkʅö"(2) lƧlʒ!ƒ lƧöƤǕƒ ƗhkƧďž!Ĝh ƘĈĜŋ Ĝďžǉöh (0.94)

(0.88) ĭƧĜöžďž ƻƒƧơǉƒĂ (2.99) ŎhĜʅơ ƱʅĂkďžh " ƘǚǂƬďž!ƒ LJďž Ƨöʎǂ!ƒ

hʒþyĎžǁɛ 5ĭĜƲƗ :ƘǁƒkǁɛơyĜǁɛ

. ƱʅĂkďž ăĂkʅďžhĂ (3.12) ŎhĜʅơ ƱʅĂkďžh Ǐ!ĂǕƒ ƗhkƧďž!ƒ Ŏ5 Ɨ5Ƨžďž!ƒ ƽöhƱk þžh ĈĜŋ

(11) üNjơǁǁ

hĜǂþĎž hʒþyĎžǁɛ 5ĭĜƲƗ ơyĜ ʅƐþʂʒ ĎžY hɛƐþơǁɛ hǘĭY ơƐþʒc ʅƑĜƑǁǕ hĭþƑĭyĎžǁɛ ʅƑʒƐþƟǘǗƐNj hĭĜƑɛƟǁɛ ʅƑƲɛNjƗĎžǁɛ
(80=Ďž)ƒĭǁǁƦƒǘƗ

ƗŋƧþ Ďžöölk!ƒ	ƻƒƧơǉǙƒ ĭƧĜöžďž!ƒ	ƱʅĂkďž!ƒ ŎhĜʅơ!ƒ	lƧlʒ!ƒ	ĎžpƧ!ƒ	ƗhkƧ!ƒ
ƗƱʅĂkďž	1.14	3.46	.Ɨ5Ƨžďž!ƒ lƧƒþǕ Ďžʅp Ɨöžďžŋ!ƒ Ŏ5 þŋĂö	3	1
ƗƱʅĂkďž	0.97	3.28	ĈƒþǕƒ LJöʅơk! ĜnjlöhƱkĂ Ɨ5Ƨžďž!ƒ þöþơk ǏǁƵ Ɨöžďžŋ!ƒ ƒ Ƨơk	1	2
ƗƱʅĂkďž	0.96	3.04	.ƗlhƱďž!ƒ Ɨ5Ƨžďž!ƒ ǏǁƵ Ĝnj!ǚƤ LJďž ƧƱöʅk ƧööĜžďžĂ Ʃööĉlďž Ɨöžďžŋ!ƒ ĎžþƤkʅk	4	3
ƗƱʅĂkďž	0.91	2.98	Ĝnjǉďž lþĜ5kʅǚ! Ɨ5Ƨžďž!ƒ ƽöhƱk ƗžhĜkďžh LJö5ƲĂďž!ƒ þơƒ ĭƧöþďž ƻǁǂö	2	4
ƗƱʅĂkďž	0.97	2.85	.ƗöŋĜkǉǙƒ lþĜöɛ! ƗöďžöƲǉk!ƒ Ɨ5Ƨžďž!ƒ ƻöƲĂk! ĭƧöþďž Ǐžʅö	5	5
ƗƱʅĂkďž	.	3.12	Ɨ5Ƨžďž!ƒ ƽöhƱk		

ƾ ǒǆƱǩ ƥƶǸ ƘƒƧƖƼ! ƗǒƧǦǒƶǆǆ!ƒ ƘǦ5ƒƧơǉǕƒǍ ƗǒǆǦʅơ!ƒ ƘǦƱʅǍǩǆǆ!ƒ (11) ǄǊƧ ýǍƥƞ!ƒ ǇǒǆǑ

ƻƒƧơǉƒǍ ƘƒƧƖƼ!ƒ ƴǑǆƞ! ƗƱʅǍǩǆ ǄǑǑǀǩ ƗƞƧƥǆ (3.46-2.85) ǇǑǆ ƘơǍƒƧǩ Ǒǩ!ƒǍ ǕƗ5Ƨƶǆǆ!ƒ

"Ɨ5Ƨƶǆǆ!ƒ ǀƧƒƥǗ Ǆʅǃ Ɨǒƶǆƞ!ƒ Ǒ5 ƥƞǍǒ "(3) ǀƧƖƼǀ! ǦǋǔƵǄ ǇǦǂ Ɨǒơ Ǖ (1.14-0.91) ǐƧǦǒƶǆ

Ǒ5 ƨǂƧǩ Ɨǒƶǆƞ!ƒ ǇǕ ǁ!Ʀ ƗƛơǦǆ!ƒ ǍƨƶǩƥǃǍ (1.14) ǐƧǦǒƶǆ ƻƒƧơǉƒǍ (3.46) ǑǆǦʅơ ƱʅǍǩǆǆ

ƘǦǦƞ ƗǒǉǦƛ!ƒ ƗǆǩƧǆǆ!ƒ Ǒ5Ǎ Ǖ Ɨ5Ƨƶǆ ǀƧƒƥƒ Ǆʅǃ ǏǏ!ƒ ɯǦǩơǩ ƒƦ! Ǒǆǀƶ!ƒ Ɨơǆ!ƒ ǏǀƵ ǦǌǋǦǆƵǄ ǄƱƶǆ

ǑǆǦʅơ ƱʅǍǩǆǆ " ǦƒƥǕƒ ǇǒʅơǩǃǦǌǀǒǆƱǩǍ Ɨ5Ƨƶǆǆ!ƒ ƥǒƥơǩ ǏǀƵ Ɨǒƶǆƞ!ƒ ƒƧơǩ" (1) ǀƧƖƼ!ƒ

Ɨǒƶǆƞ!ƒ ǄƥƤǩʅǩ " (4) ǀƧƖƼ!ƒ ƘǦǦƞ ƗƛǦƛ!ƒ ƗǆǩƧǆǆ!ƒ Ǒ5Ǎ Ǖ(0.97) ǐƧǦǒƶǆ ƻƒƧơǉƒǍ (3.28)

ƻƒƧơǉƒǍ (3.04) ǑǆǦʅơ ƱʅǍǩǆǆ " ƗǀǆƱǆǆ!ƒ Ɨ5Ƨƶǆǆ!ƒ ǏǀƵ ǦǌǋǔƤ ǇǆǆƧ ƧƱǒʅǩ ƧǒǒǦƶǆǍ ƩǒǒǦǀǆ

Ɨ5Ƨƶǆǆ!ƒ ƻǒƱǍǩ! ǐƧǒƥǆ ǏƶʅǑ"(5) ǀƧƖƼ!ƒ ǀƧǒƤǕƒ ƗǆǩƧǆǆ!Ǧ ƘǦǦƞ ǦǆǉǒǆǆǏ (0.96) ǐƧǦǒƶǆ

Ʃǂƶǒ ƒƦǋǍ (0.97) ǐƧǦǒƶǆ ƻƒƧơǉƒǍ (2.85) ǑǆǦʅơ ƱʅǍǩǆǆ " ƗǒƞǦǩǉǕƒ ǀƥǦǒƨ! ƗǒǆǒƱǉǩ!ƒ

. ƗǒƞǦǩǉǕƒ ǀƥǦǒƨ Ǒ5 ƥǒƞ ýǂƬǆ ýƺǩʅǩǕ ǀƧ5ƒǍǩǆǆ!ƒ Ɨ5Ƨƶǆǆ!ƒ ǇǄǍ ƗʅƒƧƥ!ƒ ƗǉǒƵ ƘǦǆǦƞƒ Ǒ5 ƔƧǦǀǩ

ǆƺƥƴǄǅǀ ǖǆƾǆ :ƱǦƐƥǀƐ ƍƴǦǀƐ

. ƱʅǍǩǆ ǎǍǩʅǆǆǍ (3.05) ǑǆǦʅơ ƱʅǍǩǆǆ ƗƛǦƛ!ƒ ƗǆǩƧǆǆ!ƒ Ǒ5 Ɨ5Ƨƶǆǆ!ƒ ýǀǉ ƥƶǆ ǦǦƞ

(12) [illegible]

[illegible]
(80=[illegible])

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	0.97	3.53	[illegible]	1	1
[illegible]	0.99	3.16	[illegible]	2	2
[illegible]	0.89	3.15	[illegible]	3	3
[illegible]	0.93	3.05	[illegible]	6	4
[illegible]	0.71	3.03	[illegible]	5	5
[illegible]	0.94	3.00	[illegible]	7	6
[illegible]	0.83	2.89	[illegible]	4	7
[illegible]	1.20	2.61	[illegible]	8	8
[illegible]		3.05	[illegible]		

[illegible] (12) [illegible] (3.53-2.61) [illegible] (1.20-0.71) [illegible] "(1) [illegible]" [illegible] (3.53) [illegible]

2 ǁǀǁƙƤdž! Ǒǉ5!ƒ DžƵþ!ƒ ƘǴdžþƤ Džþlƙ Ɨǒzdžŋ!ƒ LJD Ǐ!ƒ ǁ!Ʀ ƗλơǴǁ!ƒ Ăƨzƙ Ă (0.97) ǐ ƧǴǒzdž 2ƒƧơǉƒĂ Ǒ5Ă Ü Ɨǒzdžŋ!ƒ Ǒ5 LJǒ5ƱĂdž!ƒ LJǒǁ ýƮƒĂƙ þĂŋĂ ǐ ƧĂƧư!ƒ LJdž ƒƦ! , LJþƧǗƒ Ǒ5 ƘǴƵǴƱl!ƒ

Ǒǁǵ ƪơ Ʊƪ Ăƙdžǁ " Ɨ5ǁǀƙƤdž ƘǴǒƧĂþĂ ƘƒƧTǉ yǒƨĂƙĂ ƧTǉ Džƙǒ " (2) lƧl5!ƒ ƘǴǵŋ ƗǒǉǴλ!ƒ ƗǁƙƧdž!ƒ

ƘƒĂþǉ þlƵ Džƙǒ " (3) lƧl5!ƒ ƘǴǵŋ Ɨλ!Ǵλ!ƒ ƗǁƙƧdž!ƒ Ǒ5Ă Ü(0.99) ǐ ƧǴǒzdž 2ƒƧơǉƒĂ (3.16)

ƘǴǵŋ Ǵdžǉǒǁ (0.89) ǐ ƧǴǒzdž 2ƒƧơǉƒĂ (3.15) Ǒǁǵ ƪơ Ʊƪ Ăƙdžǁ " ƗǒǀƤƒþ ýdžƵ ƘǴTƧĂĂ

ýdžz!ƒ ƫ ƧĂ Ǒ5 ƗǂƧǴTdžǀ! Ɨǒzdžŋ!ƒ ǁƧǴƤ LJdž ǴƒƧǁƤ lĂƵþ Džƙǒ "(8) lƧl5!ƒ lƧǒƤǕƒ ƗǁƙƧdž!Ǵǁ

ǐ ƧǴǒzdž 2ƒƧơǉƒĂ (2.61) Ǒǁǵ ƪơ Ʊƪ Ăƙdžǁ "Ɨ5Ƨzdž!Ǵǁ Ɨpǚz!ƒ ƘƒƦ ƘƒƧưǴơdž!ƒĂ ƘƒĂþǉ!ƒĂ

. ýdžz!ƒ ƫ ƧĂĂ ƘƒĂþǉ!ƒ þlƵ Ɨǁp ǏǀƵ ýþǒ ƒƦNjĂ (1.20)

ƗǒǀƤƒþ ƗǂǁT ýǚƤ LJdž Ɨ5Ƨzdž!ƒ yǒƨĂƙǁ ƗǒǂǁƙŽ!ƒ ƗǒdžǀƵ!ƒ Ɨǒzdžŋ!ƒ lƧƒþǫ DžǴdžƙNjƒ ƗλơǴǁ!ƒ Ăƨzƙ

LJdž ƘǴdžĂǀzdž!ƒ ýǒǀơƙĂ ƗTpǴǉdž!ƒĂ ýƋǴƪƙ!ƒ ƗƮƧ5 LJǒǀdžǴz!! Ơǒƙǒ Ɨ5Ƨzdžǀ! ýư5D yǒƨĂƙ LJD Ǐ!ǫ

ƗλơǴǁ!ƒ ĂƨzƙĂ .ƧǴǂ5Ǖƒ þǒ!Ăƙ ƭǒƧƱ LJƵ lþǒþŋ 2ƧǴzdž Ɨǒzdžŋ!ƒ Ɣƪǂǒ Ǵdždž ÜƗ5ǁǀƙƤdž ăƋƧ ýǚƤ

ƘƒƦ ƘƒƧưǴơdž!ƒĂ ƘƒĂþǉ!ƒĂ ýdžz!ƒ ƫ ƧĂ Ǒ5 ƗǂƧǴTdžǀ! Ɨǒzdžŋ!ƒ ǁƧǴƤ LJdž ǴƒƧǁƤ lĂƵþ DžþƵ

.ƘǴƱǴTǉ!ƒ ǉƦNj ǏǀƵ ƗǁƙƧƙdž!ƒ Ɨǒ!Ǵdž!ƒ Ɨ5ǀǂƙ!ƒ YǴ5ƙƧƒ Ǐ!ǫ Ɨ5Ƨzdž!Ǵǁ Ɨpǚz!ƒ

ƀɛþƆ Ǐʒ (0.05≥α) ǁǁǗǫǁɛ njNjƗƨǅ ǫǆY ǁǐəƑTƟ ǁǁǗǫ lɛP lƑ5Njþʒ ǫǁǁNjƗ ülj :ƘǁƑƙǁɛ üɛƊƨǁɛ

ǁǐTƢƪǁɛ üǅɛNjyǂǁ njƦyƗ ǁǐlǂǅǁɛ ǁǐǅǂyǁɛ ǁǐyǅǁǁɛ Ǐʒ ƔǫəƑƨǁɛ ǁǐǫƑǐsǁɛ ƯƑǅǅǗɛ üNjƟ ǁǅǐyǁɛ ǫɛþʒc

ÝǁǐƻǐưNjǁɛNj

ǴƒƧǗ ƗùǒƧǴǒzdž!ƒ ƘǴ5ƒƧơǉǗƒĂ ƗǒǁǴƪơ!ƒ ƘǴƱƪĂƙdž!ƒ ǁƒƧƤƙƪƒ Džƙ ýƒƋƪ!ƒ ƒƦNj LJƵ Ɨǁǵŋǘ!

ƗǒƮùƤT!ƒ ƘƒƧùǒʒƙdžǀ! Ǵzǁƙ Ɨǒǂǁdž!ƒ Ɨǒdžǀz!ƒ Ɨǒzdžŋ!ƒ Ǒ5 lþƑǴƪ!ƒ ƗǒþǴǒl!ƒ ƱǴdžǉǕƒ ýĂơ Ɨǉǒz!ƒ þƒƧ5D

ƭĂƧù5!ƒ Ɨ!Ǘþ LJǴǒǁ!Ă Ü(lƧǁƤ!ƒ ƘƒĂǉƪ ÜǑdžǀz!ƒ ýNjƋdž!ƒ Üýdžz!ƒ ƗzǒǁƱ ÜƧdžz!ƒ ÜƩǉŋ!ƒ) Ɨǒ5ǒƱĂ!ƒĂ

[illegible]

[illegible]

. [illegible]

[illegible] .1

(13) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]		[illegible]		
		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
[illegible]	3.06	.65	3.21	.76	-.977	.332
[illegible]	2.92	.91	2.66	1.00	1.228	.223
[illegible]	2.84	.76	3.04	.80	-1.101	.274

[illegible] (13) [illegible] (α<0.05) [illegible]

. [illegible]

[illegible]

ƧhǴŋ Ü(2008) ĭ ƧdžǇ!ƒ Ü(2008) Ŏ ưǴl!ƒ ǇdžΎ ý ǂ ƘǴʅƒƧþ ydž ǂŋŏǨǇ!ƒ ǉŖǋ Ƙl5ƙƒĂ ÜǂŏþǴŏp

.(2009) ǂǁdžǴƙơ ǂʅƒƧþ ydž Ƙ5ǁƙƤƒĂ (Soviak , 1999 (Ǘ ǁǴŏ5Ăʅ Ü(2010)

2- þDžyǁƐ

(**14**) üǋǬǁǁ

hŭyDžǁǁƐ Ĭ ʓ ƔǬəƑ ƨǁƐ hŭǬƑĭ ƽǁƐ ƯƑDžǚŭǁ ăǬƑϴŮƐ DžĭƑǴǂǁƐ üĭǂϴǂǋ hŭþƑĭyDžǁƐ ǀ Ƒʒ ƐþϴǚÚƐǋ hŭǴƑ ƨ ϴǁƐ ǀ ƑƯ ƨ ǋǂDžǁƐ

þDžyǁƐ þĭ ƩǂDžǁ ƑyǴǂ hŭǀ ǂDžǁƐ hŭDžǂyǁƐ

	من 30 سنة فما دون		من 31-40 سنة		من 41 سنة فأكثر		قيمة ف	الدلالة الاحصائية
	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري		
النمط القيادي الديمقراطي	2.74	.76	3.16	.57	3.51	.54	9.665	.000
النمط القيادي الاوتقراطي	3.20	1.00	2.91	.92	2.24	.66	7.945	.001
النمط القيادي الحر	3.12	.89	2.91	.53	2.73	.87	1.588	.211

Ƨùdžƶ!ƒ ƧλŪ ă ƨ ƶƙ (0.05>α) ǂŏƑǴʅơǫ ǂ!Ǖþ ƘƒŖ ƽĂƧ5 þĂŋĂ (14) ýĂþŋ!ƒ ǇdžΎ Ǉŏhƙŏŏŏŏŏŏŏŏŏŏŏŏ

ǂù!ƒþ!ƒ ǂùŏŋĂƨ!ƒ ƽĂƧù5!ƒ ǇǴùŏh!Ă ÜŎƱƒƧpĂƙĂŪƒ ĭ þǴŏl!ƒ ƱdžǇ!ƒĂ ŎƱƒƧldžŏþ!ƒ ĭ þǴŏl!ƒ ƱdžǇ!ƒ Ŏ5

Ŏù5 ǇŏhdžΎ ĂǋǴdž ǂ ǊŏƨT ǂlŏƧƱh ǂŏþƶh!ƒ ƘǴǇƧǴldž!ƒ DžƒþƤƙʅƒ Džƙ ǂŏhǴʅơ!ƒ ƘǴƱʅĂƙdž!ƒ Ǉŏh ǴŏƑǴʅơǫ

.Ƨơ!ƒ ĭ þǴŏl!ƒ ƱdžǇ!ƒ Ŏ5 ǴŏƑǴʅơǫ ǂ!ƒþ ƽĂƧ5 ƧǌǗƙ Dž! ǴdžǇŏh .(14) ýĂþŋ!ƒ

جدول (15)

المقارنات البعدية بطريقة شفية لأثر العمر

		ƱǍƙdžƗ!ƒ ǑƕƓ˅ơ!ƒ	ƓdžƼ ƚǀ˅ 30 ǇǍƥ	ƚǀ˅ 40-31	ƚǀ˅ 41 Ƨƹǂƌ5
ǐƥƓǒǀ!ƒ ƱdžǀƗ!ƒ ǑƱƒƧǀdžǒƥ!ƒ	ǇǍƥ ƓdžƼ ƚǀ˅ 30	2.74			
	ƚǀ˅ 40-31	3.16	-.42(*)		
	Ƨƹǂƌ5 ƚǀ˅ 41	3.51	-.78(*)	-.35	
ǐƥƓǒǀ!ƒ ƱdžǀƗ!ƒ ǑƱƒƧǀƙǍǛƒ	ǇǍƥ ƓdžƼ ƚǀ˅ 30	3.20			
	ƚǀ˅ 40-31	2.91	.29		
	Ƨƹǂƌ5 ƚǀ˅ 41	2.24	.96(*)	.67(*)	

* ƚƒƥ ƥǀƵ ƙdž˅ƙǍă ƚ!Ǜƥ!ƒ (0.05>α) .

ǇǑƕƙǑ ǇdžǗ ƒ!ƞƥǍý (15) ǑƙǛƒ:

- ǍƞƥǍ ƽƒƧƼ ƘƒƦ ƥǛ!ƚ (0.05>α) ƚǑƑƓ˅Ʈơǒ ǇǑǀƼ ƚƑƼ ƒ!ƶdžƧ 30 ƚǀ˅ ƓdžƼ ǇǍƥ ǇdžǗ ǇƒǀƞƚƗǀƞƚ ǇƒǀƞƚƗǀ
ǍýǂƌǍ ǇdžǗ ǑƙƑƼ ƒ!ƶdžƧ 31-40 ƚǀ˅ Ǎ41 ƚǀ˅ Ƨƹǂƌ5 ǇdžǗ ƚǀƞƚ ƒ!ǍƧǀăǛ ǍƞƥƓǀƘƒ ƽƒƧƼ!ƒ ƽƒƧƼ
!ơ!Ɠ˅Ʈ ǂƌ ǇdžǗ ƒ!ƶdžƧ 31-40 ƚǀ˅ Ǎ41 ƚǀ˅ Ƨƹǂƌ5 Ǜ5Ǒ ƱdžǀƗ!ƒ ǐƥƓǒǀ!ƒ ǑƱƒƧǀdžǒƥǀ!ƒ,
ǍƙƶƼǍ ƚơǂƙƓƶ!ƒ Ʊ!ƥ ƽƒƧƼ!ƒ ƚǑƶdžƧ!ƒ ƚdžƥǀƙdž!ƒ ƗǑ˅ ƱƼƧǀǍ ƽƒƞƚǀ ƽƒƧƼ ǑƞƚƓǀ ƽƒǀƞƚƓǀ
ƚƱǑǂ ǍƒǀƱƒƧǀdžǑƥƒ ƽǂƙƒǀ ƧǀƙƼǍ ƚǑƙǍǛƒ ƚǑ!ƓƵ.

- ǍƞƥǍ ƽƒƧƼ ƘƒƦ ƥǛ!ƚ (0.05>α) ƚǑƑƓ˅Ʈơǒ ǇǑǀƼ ƚƑƼ ƒ!ƶdžƧ 41 ƚǀ˅ Ƨƹǂƌ5 ǇdžǗ ƚƞƚƥ Ǎǂƌý
ǇdžǗ ǑƙƑƼ ƒ!ƶdžƧ 30 ƚǀ˅ ƓdžƼ ǇǍƥ Ǎ31-40 ƚǀ˅ ǇdžǗ ƚƞƚƥ ǍƒƧƼ!ƒ ƽƒƧƼ!ƒ !ǀơ!Ɠ˅Ʈ
ǂƌ ǇdžǗ ƒ!ƶdžƧ 30 ƚǀ˅ ƓdžƼ ǇǍƥ Ǎ31-40 ƚǀ˅ Ǜ5Ǒ ƱdžǀƗ!ƒ ǐƥƓǒǀ!ƒ ǑƱƒƧǀƙǍǛƒ.

Ɣùǁ ƺŰƒ Ŏ5 ƃďžǴƵ ǇŏƛŭƛǃƵ ǇƵ ƉǋƧǴďžƵƉ þŏƨƙ ǇŏƦ!ƒ ǇŏƼƲǺďž!ƒ ǇƉ Ĭ!ƺ ǁ!Ʀ ĿƛơǴƕ!ƒ ǺƨƶƙǺ

ýùďžƶ!ƒ ƉŭùƲǈ Ĭùǁ ƵƉǋƧŏƺ ǇďžƧƛǂƉ ƔǖƱƒ ĬǁƵ ƉǈǈƉ Ǵďžǂ ŰƉǈǁďžƵ ýǴƞďž Ŏ5 ĿǁŏǺƱ ƘƒƧƕƤ ƉǈŏƥƦ!

ƧùƤƉ ýùďžƵ Ĭù!ƺ ýǴǀƙǉŭ! ǇŏƼƲǺďž!ƒ ƇŰƋǈ! ƒ Ƨ5!ƒ Ŀǁƥ Ĭ!ƺ ǲƯŏƉ ǁ!Ʀ ǺƨƶƙǺ ŰǴǋƧŏƪ ĿǀŏƧƱǺ

ƘùǀƼƙƒǺ ŰƉǈƑƒƧþďž ýƕƥ ǇďžƴƕďžƵ ĭþǴŏǀ!ƒ ƱďžǉƵ ƴďž ǲďžǴƞƪǈƒǺ ƾƵǴƼƙ ƧƛǂƉ ƉǈǁƶƞŏǴďžďžƉǌƶďž Ɖǁƥǩƙ!ƒǺ

ǀþǴùŏǀ!ƒ ýƲ Ŏ5 ǴďžƉ ,(2010) ƧƕǴƞ ĿƪƒƧþ ƴďž ƘƼǁƙƤƒǺ Ű (2009) ĿǁďžǴƙơ ĿƪƒƧþ ƴďž Ŀƞŏƙǉ!ƒ ǉƦǈ

ĿùŏƼŏƲǺ ƨùǂƒƧďž ǇǺǁƺƮùŏ ƉǈǉǺǂ ǴǋƧƛƕ ǀƧǂƕďž!ƒ ĿŏƧďžƶ!ƒ ƘǴƑ5!ƒ Ŏ5 þƒƧ5ƺŰƒ ƧƶƮŏ5 ĿŏƱƒƧǀƙǺŰƒ

. ĿŏǈþƙƉ

.3 ŰƉǋƴǁǁ ƕƴǈǴƯ

(**16**) ŰǋǈǁǁƦ

ƕǈƴǋǁǁǁǁ Ĭƺ ƔǈƏƑƨǁǁ ƕǈǈƑǈƨǁǁ ƯƑǋǈƞǁ ǎǈƑƟǁ ƉǈƑǴǁǁ ǂǂƟǈǉ ƕǈþƑǈƴǋǁǁ ǀƑƺƐþƟǈƐǉ ƕǈǴƑƨƟǁǁ ǀƑƯƨǉƚǁǁ

(**80**=ƉǈŰǋƴǁǁ ƕǈƴǈǴƯ þǈƺƚǋǁ ƑƴǴƚ ƕǈǀƚǋǁǁ ƕǈǋƚƴǁǁ)

Ŀ!Ŭþ!ƒ ĿŏƑǴƮơŰƒ	Ƨ Ŀďžŏþ	ƧƲǺďž		ƉǀƤ ƩŏƑƧ		ǀþơǺ ýǺƋǀďž ǺƉ Ƨŏþďž		
		ƧƒƧơǈŬƒ ĭƧǴŏƶďž!ƒ	ƱǀǺǩďž!ƒ ŎƕǴǀơ!ƒ	ƧƒƧơǈŬƒ ĭƧǴŏƶďž!ƒ	ƱǀǺǩďž!ƒ ŎƕǴǀơ!ƒ	ƧƒƧơǈŬƒ ĭƧǴŏƶďž!ƒ	ƱǀǺǩďž!ƒ ŎƕǴǀơ!ƒ	
.012	4.661	.60	2.79	.74	3.30	.63	3.25	ŎƱƒƧǀďžŏþ!ƒ ĭþǴŏǀ!ƒ Ʊďžǉ!ƒ
.625	.472	.78	2.85	1.05	2.89	1.00	2.65	ŎƱƒƧǀƙǺŰƒ ĭþǴŏǀ!ƒ Ʊďžǉ!ƒ
.203	1.626	.76	3.15	.74	2.78	.83	2.88	Ƨơ!ƒ ĭþǴŏǀ!ƒ Ʊďžǉ!ƒ

ĿƶŏƕƱ ƧƛŰ ǎƨƶƙ (0.05>α) ĿŏƑǴƮơƺ Ŀ!Ŭþ ƘƒƦ ƽǺƧ5 þǺƞǺ (16) ýǺþƞ!ƒ ǇďžǇŏƕƙŏ

ƘǴƱùǀǺǩďž!ƒ ǇŏùƕǴŏƑǴƮùơƺ Ŀ!ƒþ!ƒ ĿŏƞǺƨ!ƒ ƽǺƧ5!ƒ ǇǴŏƕ!Ǻ ŰŎƱƒƧǀďžŏþ!ƒ ĭþǴŏǀ!ƒ Ʊďžǉ!ƒ Ŏ5ǁďžƶ!ƒ

Ɖù! Ǵùďžǈŏƕ .(16) ýǺþƞ!ƒ Ŏ5 ǇŏƕďžǺǋ Ǵďžƚ ƝŏƼƮ ĿǀŏƧƱƕ Ŀŏþƶƕ!ƒ ƘǴǉƧǴǀďž!ƒ Ɖƒþƥƙǀƒ Ɖƙ ĿŏƕǴǀơ!ƒ

.ƱǴďžǉŰƒ ŎƥǴƕ Ŏ5 ǴŏƑǴƮơƺ Ŀ!ƒþ ƽǺƧ5 ƧǋŰƙ

جدول (17)

المقارنات البعدية بطريقة شفية لأثر طبيعة العمل

		[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	3.25			
	[illegible]	3.30	-.05		
	[illegible]	2.79	.46	.51(*)	

* [illegible] (0.05>α).

[illegible] (17) [illegible] (0.05>α) [illegible]
[illegible].

[illegible]
[illegible] (2008).

4. [illegible]

(18) [illegible]

[illegible] **(80=**[illegible]**)**

[illegible]	[illegible]	[illegible]		[illegible]		
		[illegible]	[illegible]	[illegible]	[illegible]	
.034	-2.153	.55	3.32	.76	2.99	[illegible]
.257	1.141	.85	2.66	1.01	2.91	[illegible]
.235	1.197	.72	2.80	.81	3.01	[illegible]

[illegible] (18) [illegible] (0.05>α) [illegible]

[illegible]

.5 ƨǾŴǜƸǖƴƳ ƪƶƸƜƺƭ

(19) ǜƴƿƭƴ

ƨǾƬƾƴƻǜƴƳ ǃƺ ǅƽƽƳƥ ƨǽƺƭƼ ǕƑƬƾƕǔƴ ăǀƕŉǏ ƊǐƻƔƳ ǖǐƩƺǔƩ ƨǾƴǏƥǟƸ ƪǂǀƴǏǞǘƬ ƨǐƷƥƴƳ ƪƑƙƺƻƽƳ ƔǏƳƭƸƳ
(80=Ǝ)ƨǾŴǜƸǖƴƳ ƪƶƸƜƺ ƹǛǂǜƾƳ ƔǐƩƷ ƨǐƪǜƻƳ ƨǾƭƾƸƳ

Ɨ!Ǔƹ!ƒ ƗǑƑƫƬǓƒ	Ƒ Ɨǘǖ	ƘƒǍǔƪ 10 ƳǓ ƩƾƕƒƗ		ƘƒǍǔƪ 10-6 ƳǓ		ǘǐƽƼ ƘƒǍǔƪ 5 ƳǓ		
		ƑƒƩƬǕƒ ǃƩǗǔǏ!ƒ	ƙƪǍǏ!ƒ ǑƑƪƬ!ƒ	ƑƒƩƬǕƒ ǃƩǗǔǏ!ƒ	ƙƪǍǏ!ƒ ǑƑƪƬ!ƒ	ƑƒƩƬǕƒ ǃƩǗǔǏ!ƒ	ƙƪǍǏ!ƒ ǑƑƪƬ!ƒ	
.002	6.580	.59	3.41	.66	2.96	.76	2.78	ǃƹǗǓ!ƒ ƙǏǔ!ƒ ǑƙƒƩǏǖƹ!ƒ
.004	6.074	.76	2.42	1.00	3.12	.99	3.13	ǃƹǗǓ!ƒ ƙǏǔ!ƒ ǑƙƒƩǏǍǓƒ
.192	1.684	.77	2.76	.74	3.12	.81	2.96	ƩƬ!ƒ ǃƹǗǓ!ƒ ƙǏǔ!ƒ

ƘƒǍǔƪ ƩƾǕ ăƨƾǀ (0.05>α) ƗǑƑƫƬ Ɨ!Ǔƹ ƘƒƦ ƽǍƩƼ ƹǍƞǍ(19) ǘǍƹƞ!ƒ ƳǓ ƳǑƵǖ

Ɨ!ƒƹ!ƒ ƗǑƞǍƨ!ƒ ƽǍƩƼ!ƒ ƳǗǑƵ!Ǎ ǕǑƙƒƩǏǍǓƒ ǃƹǗǓ!ƒ ƙǏǔ!ƒǍ ǑƙƒƩǏǖƹ!ƒ ǃƹǗǓ!ƒ ƙǏǔ!ƒ Ǒƽ ƪƩƵƤ!ƒ

Ǒƽ ƳǑƵǓ ǍƷ ǗǓƗ ƷǑƽƬ ƗǏǑƩƙƵ ƗǑƹƨƵ!ƒ ƘǗǔƩǗǏǓ!ƒ ǓƒƹƤǏƪƒ Ǔǖ ƗǑƵǗƪƬ!ƒ ƘǗƙƪǍǏ!ƒ ƳǑƵ ǗǑƑƫƬ

.ƩƬ!ƒ ǃƹǗǓ!ƒ ƙǏǔ!ƒ Ǒƽ ǗǑƑƫƬ Ɨ!ƒƹ ƽǍƩƼ ƩǔǓǖ Ǔ! ǗǏǔǑƵ .(20) ǘǍƹƞ!ƒ

ƘǗǐǕƨ!ƒ ǍƬǔ ǗǔƞǍǖ ƩƾƗƊ ƪƩƵƤ!ƒ ǑǏǑǏǐ ƳǍƽǓǍǏ!ƒ ƳƊ ǃ!ǫ ƗƞǑǔǔ!ƒ ǔƦǔ ƗƾƬǗƵ!ƒ ǍƨǖǍ

ǑǏǏǖ! ǘǑǏǑ ƷǏƨƞǖ ƑǓǍǏ!ƒ ƪƩƵƤ ƪƹǗǑƨ ƳƊ ǗǏƗ Ǖ ǏǔǔƪƊƩǑ ǃƦ!ƒ ƩǑƹǏ!ƒ ǍƊ ƹǗǏ!ƒ ǘǏ ƗǑǔǗƪǔǓƒ

.ƩǑƹǏ!ƒ ǘǔǐ ƳǓ ǗƒƨǔǖƪǓƒǍ ƙǏƪǖ!ƒ ƳƵ ƪƹǑƨǔ ǑƼƩǍ ǏƒƩǖƬǗǔ Ƿ! ǏǑƹǏǖ ǑǖƒƒƘƒƹǗƤƩǓƒǍ ƩǏƒǍǓƒ

,(2001) ƽǗǔƤ!ƒ ƗƪƒƩƹ ǘǏ ƘƽǏǖƤƒǍ Ǖ (2008) ǑƸǗƩ!ƒ ƗƪƒƩƹ ǘǏ ƗƞǑǖǔ!ƒ ǔƦǔ ƘƽǏǖƒǍ

ҜǴöơǘ ƮĂ ƧƛǂƉ Ư öĂʒƙ ƠǀǰdžƘ ǑƘ!ƒ ǂõʒõƲĂ!ƒ ǂƕƘƧdž!ƒ ƥƒƥƨƙ ǂdžƥƤ!ƒ ǀƥdž Ҝƥƒƨ ǴdžǃǂNJǀƒ ƲơǘǀĂ

. ǑƱƒƧƿĂƘĂǕƒ ƱdžǀǕ! ǂƅƪǀ!Ǵƅ ǁ!Ʀ Σ ǂƵĂ ǏǃƵƉ

جدول (20)

المقارنات البعدية بطريقة شفية لأثر سنوات الخدمة

		المتوسط الحسابي	5 سنوات فأقل	6-10 سنوات	اكثر من 10 سنوات
النمط القيادي الديمقراطي	5 سنوات فأقل	2.78			
	6-10 سنوات	2.96	-.19		
	اكثر من 10 سنوات	3.41	-.63(*)	-.44(*)	
النمط القيادي الاوتقراطي	5 سنوات فأقل	3.13			
	6-10 سنوات	3.12	.00		
	اكثر من 10 سنوات	2.42	.71(*)	.70(*)	

* ǂ!ƥ ƥǀƵ ǀƪĂƘă ǂ!Ǖƥ!ƒ (0.05>α).

:ǑƘǕƒ (20) ǉĂƥƞ!ƒ ǈǀdž ǈǀõƕƘõ

- ƥĂƞĂ ƽĂƧƼ ҜƒƦ ǂ!Ǖƥ ǃƪƮǴƒǂõ (0.05>α) ǈǀõƕ ƧƛǂƒǀdžǈǀdžƧƛ 10 ƪǀĂƒҜ ǈǀdž ǂƞǀƪǂ ǂùƞǀƞ ǂùƕǀõǈ 5
10 ǈǀùdž ƧùƛǂƒƠ!ǴƮù! ƽĂƧʒ!ƒ ҜƇǴƞĂ ǕăƧƤƒ ǂƞǀƞ ǈǀdž ҜƒĂǀƪ 10-6Ă ǉƿƋƽ ҜƒĂǀƪ
Ƨ ùƲĂdž!ƒ Ǐ ù ǀƘƧƒ Ǵùdžǀǃ ǂdžƥƤ!ƒ ǀƥdž Ҝƥƒƨ Ǵdžǀǃ , ǑƱƒƧǀdžõƥ!ƒ ǏƥǴõǀ!ƒ ƱdžǀǕ! Ǒƽ ǕҜƒĂǀƪ
. ǂƪƧǴdždž!ƒ ƥĂõǀ!ƒ ǈǀdž ǀǰƧƧơƘĂ Ƨ Ƨ ƮƘ!ƒ Ǒƽ ǂõƧơ NJơǀǰdžƘ ǴõǀƵ ƔƘƒƧdžƕ

- ƥĂƞĂ ƽĂƧʒ ҜƒƦ ǂ!Ǖƥ ǃƪƮǴƒǂõ (0.05 = α) ǈǀõƕ ƧƛǂƒǀdžǈǀdžƧƛ 10 ƪǀĂƒҜ ǈǀdž ǂƞǀƞ ǂùƕǀõǈ 5
ҜƒĂǀùƪ 5ǈǀdž ǉǂ Ơ!ǴƮ! ƽĂƧʒ!ƒ ҜƇǴƞĂ ǕăƧƤƒ ǂƞǀƞ ǈǀdž ҜƒĂǀƪ 10-6Ă ǉƿƋƽ ҜƒĂǀƪ
ǉùƲ Ǒù5 ǂùdžƥƤ!ƒ ǀƥdž Ҝǀǀƿ Ǵdžǀǃ , ǑƱƒƧǀƘĂǕƒ ǏƥǴõǀ!ƒ ƱdžǀǕ! Ǒƽ ǕҜƒĂǀƪ 10-6Ă ǉƿƋƽ

$(0.05 \geq \alpha)$

1. الجنس

(21) üNjqlШ

lƑĢŧƯŧĐž !ƐqƢļŧƨƐ njNjŧƨDž üNjΘ hƜĩÿ/lƐ qƐƥʒƈ ƀƐƥŎ "l" ƥƑĢŧƢļƐNj hƜĭƥƑĭÿĐžllƐ lƑʒƐƥΘƜÚƐNj hƜĩĢƑƨΘlƐ lƑƯƨNjŧĐžllƐ
(80=Dž) ƧƜШƐ ƥĩƸŧĐžll ƒyĢŧ hƜʒƥyĐžllƐ Ɣƥƹƙ

	ذكر		انثى		قيمة ت	الدلالة الاحصائية
	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري		
اكتساب المعرفة	2.98	.68	3.11	.60	-.870	.387
تخزين المعرفة	3.11	.74	3.12	.64	-.087	.931
تطبيق المعرفة	3.08	.76	3.17	.72	-.520	.604
نقل المعرفة	3.02	.67	3.09	.59	-.486	.629
ادارة المعرفة	3.03		3.12		-.643	.522

ƧùλŰ ăƨzƙ (0.05>α) ŧŏƑĢƮơƍ ŧ!Ůƥ ƘƒƦ ƪĂƧ5 ƥĂηĂ Džƥƶ (20) ýĂƥη!ƒ ǈĐž ǈŎhƙŏ

.ŧŏĺŧ!ƒ ŧηƧƥ!ƒ Ŏ5Ă ƥĢƶƅŰƒ yŏĐžη Ŏ5 ΣǉŋƤ!ƒ

ăƨzƙ ŧƪƒƧƥ!ƒ ŧljŏƶ ƥƒƧ5Đ ƇƒƧƈ Ŏ5 ŧŏƑĢƮơƍ ŧ!Ůƥ ƘƒƦ ƪĂƧ5 ƥĂηĂ Džƥƶ Ĭ!ƒ ƧŏƬŏ ƒƦNjĂ

ŧùŏĐžNjƋƅ ĐžĢùĐž!ƍ Džnjŏƥ! ŧŏŧǁĐž!ƒ ŧŏĐžǁz!ƒ ŧŏzĐžη!ƒ Ŏ5 ǈŏƽƱĂĐž!ƒ ǈĐ Ĭ!ƍ ǁ!Ʀ ŧλơĢƅ!ƒ ĂƨzƙÜΣǉŋ!ƒ Ĭ!ƒ

ŎùĐžǁz!ƒ ŧùơƅ!Ģƅ ŧƮƮƤĐž!ƒ ŧŏzĐžη!ƒ ýĐžƶ ŧzŏƅƱ Džŧơƅ ĢnjIŏƅƱƙ ƪƧƱĂ ĢNjƥĢzƅĐĂ ŧ5ƧzĐž!ƒ lƧƒƥƍ

ĂĐ ƭƧĂùŧƦ ƒĂǉĢŧĐ ƇƒĂƪ Ģnjŏ5 ǈŏǁĐžĢz!ƒ ýƅƥ ǈĐž ŧ5ƧzĐž!ƒ lƧƒƥƋƅ ƠưƒĂ ĐžĢĐžƙNjƒ ǁĢljNj ǁ!Ʀ! ,ƧŏĂƱƙ!ƒĂ

. ƵλĢljƍ

þDžyǁɛ .2

جدول (22)

المتوسطات الحسابية والانحرافات المعيارية واختبار "ت" لآراء أفراد العينة حول مستوى استخدام متطلبات إدارة المعرفة تبعاً لمتغير العمر

Ł!Ǖþ!ƒ ŁöƑĜŢơǕƒ	Ƨ Łdžöp	ƧλǂđƷ Łǉʅ 41 LJdž		Łǉʅ 40-31 LJdž		LJĂþ Ĝdž5 Łǉʅ 30 LJdž		
		ƻƒƧơǉǕƒ ǐƧĜözdž!ƒ	ƱʅĂkdž!ƒ ǑhĜʅơ!ƒ	ƻƒƧơǉǕƒ ǐƧĜözdž!ƒ	ƱʅĂkdž!ƒ ǑhĜʅơ!ƒ	ƻƒƧơǉǕƒ ǐƧĜözdž!ƒ	ƱʅĂkdž!ƒ ǑhĜʅơ!ƒ	
.005	5.781	.50	3.39	.67	2.84	.64	2.93	Ł5Ƨzdž!ƒ ƔĜʅkǂƒ
.128	2.108	.57	3.34	.71	2.95	.75	3.09	Ł5Ƨzdž!ƒ LJöƨƤk
.178	1.763	.54	3.27	.87	2.92	.73	3.21	Ł5Ƨzdž!ƒ ƽöhƱk
.103	2.344	.55	3.27	.72	3.01	.57	2.90	Ł5Ƨzdž!ƒ ýǀǉ
.026	3.839		3.33		2.92		3.00	Ł5Ƨzdž!ƒ lƧƒþƒ

ƧλǕ ăƨzk (0.05>α) ŁöƑĜŢơǫ Ł!Ǖþ ƘƒƦ ƽĂƧ5 þĂŋĂ (21) ýĂþŋ!ƒ LJdž LJöhkö

LJöh ĜöƑĜŢơǫ Ł!ƒþ!ƒ ŁöŋĂƨ!ƒ ƽĂƧ5!ƒ LJĜöh!Ă Ü ýǂǂ Ł5Ƨzdž!ƒ lƧƒþƒĂ Ł5Ƨzdž!ƒ ƔĜʅkǂƒ Ǒ5Ƨzdž!ƒ

.(22) ýĂþŋ!ƒ Ǒ5 LJöhdž ĂǋĜdžǂ NJöƽT ŁlöƧƱh Łöþzh!ƒ ƘĜǉƧĜldž!ƒ DžƒþƤkʅƒ Džk ŁöhĜʅơ!ƒ ƘĜƱʅĂkdž!ƒ

ƔĜʅkǂƒ ŁzöhƱ Ǐ!ǫ ǁ!Ʀ ŁλơĜh!ƒ Ăƨzk ,þĜzhǕƒ ǑpĜh Ǒ5 ĜöƑĜŢơǫ Ł!ƒþ ƽĂƧ5 ƧnjƱk Dž! ĜdžǉöhLJ

LJD NJǉǆT LJdž ƒƦNjĂ LJöǁdžĜz!ƒ ăþ! ƔƧĜŋk!ƒĂ ƘƒƧhƤ!ƒĂ ƘĜdžĂǁzdž!ƒ ýþĜhk ýǖƤ LJdž ŁdžƑĜl!ƒ Ł5Ƨzdž!ƒ

.Ƨdžz!ƒ Džþlk ƴdž Ł5Ƨzdž!ƒ lƧƒþD ƘĜöǁdžzh DžĜöl!ƒ ǏǁƵ ƻƲĂdž!ƒ lƧþp þƒþƨk

LJĂþ Ǵdž5 Ǝǰʅ 30 LJdž ý‡Ă Ƨƛ‡ƌ5 Ǝǰʅ 41 ǂƑ5 LJǒƅ Ǝ5Ƨƶdž!ƒ ƔǴʅƙ‡ƒ Ǒ5 ƨĂƧ5 þĂƞĂ

ƔǴʅƙ‡ƒ Ǒ5 lƧƅP Ƨƛ‡ǕƒĂ ƎdžþP Ƨƛ‡Ǖƒ ǴnjǰĂ‡ Ƨƛ‡Ǵ5 Ǝǰʅ 41 ƠǃǴƬ! Ƨƛ‡ƌ5 Ǝǰʅ 40-,31

.Ǝ5Ƨƶdž!ƒ

(23) üNjǫǁ

þĎžyǁǁ þkǓhŭƨʅ hƨŝþƯǴ hŭǭyǴǁ lƑǆþƑƨǁǁ

Ƨƛ‡ƌ5 Ǝǰʅ 41	40-31 LJdž Ǝǰʅ	Ǝǰʅ 30 LJdž LJĂþ Ǵdž5	ƠʅĂkdž!ƒ ǑƅǴʅơ!ƒ		
			2.93	LJĂþ Ǵdž5 Ǝǰʅ 30	ƔǴʅƙ‡ƒ Ǝ5Ƨƶdž!ƒ
		.09	2.84	Ǝǰʅ 40-31	
	-.54(*)	-.46(*)	3.39	Ƨƛ‡ƌ5 Ǝǰʅ 41	
			3.00	LJĂþ Ǵdž5 Ǝǰʅ 30	lƧƒþƒ Ǝ5Ƨƶdž!ƒ
		.08	2.92	Ǝǰʅ 40-31	
	-.41(*)	-.33	3.33	Ƨƛ‡ƌ5 Ǝǰʅ 41	

* .(0.05>α) Ǝ!Ǖþ!ƒ ăĂkʅdž þǰƵ Ǝ!ƒþ

:Ǒǁǒ Ǵdž (23) ýĂþƞ!ƒ LJdž LJǒƅkǒ

- Ǝǰʅ 30 LJdž ý‡Ă Ǝnjƞ LJdž Ƨƛ‡ƌ5 Ǝǰʅ 41 LJǒƅ(0.05>α) ǂǒƑǴƬơǫ Ǝ!Ǖþ ƘƒƦ ƨĂƧ5 þĂƞĂ

Ǒ5 ÜƧƛ‡ƌ5 Ǝǰʅ 41 ƠǃǴƬ! ƨĂƧ5!ƒ ƘǴǴƞĂ ÜăƧPƒ Ǝnjƞ LJdž Ǝǰʅ 40-31Ă LJĂþ Ǵdž5

. Ǝ5Ƨƶdž!ƒ ƔǴʅƙ‡ƒ

ÜⱢǰʅ 40-31 ǅǆ Ă Ƨƛǂƌ5 Ɫǰʅ 41 ǅǒƕ(0.05>α) ⱢǒƑƓƮơƺ Ɫ!Ǚþ ƘƒƦ ƽĂƧ5 þĂƞĂ -

ƔƓʅƙǂƒ þƒþƨƒ ƓǆǇǂ ƻƱĂǆ!ƒ ƖƧƕƤ Ƙþƒƨ ƓǆǇǂ ÜƧƛǂƌ5 Ɫǰʅ 41 Ơ!ƓƮ! ƽĂƧ5!ƒ ƘƇƞĂ

.ý ǂǂ Ɫ5Ƨƶǆ!ƒ ƖƧƒþƒ Ŏ5 Ɫ5Ƨƶǆ!ƒ

.3 üǅýǁ ƕyǐƓƯ

(24) üǋǭǁ

ƔþƐǭǆ ƖƑƓǂƯⱢǅ !ƐǭƠǂƨƐ ǌǋǂƨǅ üǋƟ ƕǆýǁ ǭƐƺƨ ƀƐþŎ "Ɩ" þƑƓⱢƠƐǋ ƕǐþƑǐýǅǁ ƖƑƺþƟǆǓƐǋ ƕǐƓƑƨƟǁ ƖƑƯƨǋⱢǅǁ
(80=ǅ)üǅýǁ ƕyǐƓƯ þǐƸⱢǅǁ ƒyƓǂ ƕƺþyǅǁ

Ɫ!Ǚþ!ƒ ⱢǒƑƓƮơǙƒ	ƻ Ɫǆǒþ	ƻƱĂǆ		ǅʅþ ƩǒƑƧ		ƖþơĂ ýĂƌʅǆ ĂǅƧǒþǆ		
		ƻƒƧơǰǙƒ ǐƧƓǒƶǆ!ƒ	ƱʅĂǆ!ƒ ŎƕƓʅơ!ƒ	ƻƒƧơǰǙƒ ǐƧƓǒƶǆ!ƒ	ƱʅĂǆ!ƒ ŎƕƓʅơ!ƒ	ƻƒƧơǰǙƒ ǐƧƓǒƶǆ!ƒ	ƱʅĂǆ!ƒ ŎƕƓʅơ!ƒ	
.148	1.957	.60	2.85	.58	3.05	.75	3.21	Ɫ5Ƨƶǆ!ƒ ƔƓʅƙǂƒ
.973	.027	.66	3.13	.74	3.12	.71	3.09	Ɫ5Ƨƶǆ!ƒ ǅǒƨƤƙ
.734	.310	.76	3.11	.63	3.06	.88	3.22	Ɫ5Ƨƶǆ!ƒ ƽǒƕƱƙ
.181	1.749	.57	2.87	.63	3.07	.69	3.21	Ɫ5Ƨƶǆ!ƒ ýǀǰ
.374	.996	.51	2.95	.58	3.07	.65	3.19	Ɫ5Ƨƶǆ!ƒ ƖƧƒþƒ

ƧƛǙ ăƨƶƙ (0.05>α) ⱢǒƑƓƮơƺ Ɫ!Ǚþ ƘƒƦ ƽĂƧ5 þĂƞĂ ǅþƵ (24) ýĂþƞ!ƒ ǅǆ ǅǒƕƙǒ

.ⱢǒǇǂ!ƒ ⱢƞƧþ!ƒ Ŏ5Ă þƓƶƕǙƒ ýǒǆƞ Ŏ5 ýǆƶ!ƒ ⱢƶǒƕƱ

Ĭ ĎŽŧyƗƐ üljƊĎŽƗƐ **.4**

(25) üŅǰƗƗ

l ƑǴŧƯŦĎŽ !ƐƍƢƗŧ ƨ Ɛ ŋjŅjŧ ƨ ĎŽ üŅjƟ ƕďĭyƗƐ ƍƐƥƺƈ ƃƐƥŎ " l " ƥƑǴŧƢƗƐŅj ƕĭƥƑĭyĎŽƗƐ l Ƒƺ ƐƥƟďŪƐŅj ƕĭǴƑ ƨ ƟƗƐ l ƑƯ ƨ ŅjŧĎŽƗƐ
Ĭ ĎŽŧyƗƐ üljƊĎŽƗƐ ƥĭƸŧĎŽƗ ƒyǴŧ ƕƺƥyĎŽƗƐ Ɣƥƍƍƌ

ŧ!Ǖƥ!ƒ ŧŏƑǴ Ʈ ơǕƒ	ŧďžŏp Ƙ	ǴŏƗ Ƶ ƘǴ ƪ ƒ Ʃ ƥ		ýpƌ5 Σ ĂŏƧĂ!Ǵŧƕ		
		Ƨ ƒ ƧơǰǕƒ ĭ ƧǴŏƶďž!ƒ	Ʊ ƪ Ăƙďž!ƒ ŎƕǴ ƪ ơ!ƒ	Ƨ ƒ ƧơǰǕƒ ĭ ƧǴŏƶďž!ƒ	Ʊ ƪ Ăƙďž!ƒ ŎƕǴ ƪ ơ!ƒ	
.462	-.739	.66	3.10	.64	2.99	ŧ5Ƨƶďž!ƒ ƔǴ ƪ ƙŧƒ
.473	-.721	.73	3.18	.68	3.07	ŧ5Ƨƶďž!ƒ ǇŏƨƤƙ
.799	-.255	.75	3.15	.75	3.10	ŧ5Ƨƶďž!ƒ ƫŏƕƱƙ
.191	-1.318	.62	3.16	.64	2.97	ŧ5Ƨƶďž!ƒ ý l ǰ
.363	-.915		3.14		3.02	ŧ5Ƨƶďž!ƒ lƧƒƥƒ

Ƨ ù ƛ Ǖ ă ƨƶƙ (0.05>α) ŧŏƑǴ Ʈ ơƍ ŧ!Ǖƥ ƘƒƦ ƫ ĂƧ5 ƥĂƞĂ ĎƥƵ (25) ýĂƥƞ!ƒ ǇĎž ǇŏƕƙŎ

..ŧŏǏŧ!ƒ ŧƞƧƥ!ƒ Ŏ5Ă ƥǴƶƕǕƒ yŏďžƞ Ŏ5 Ŏďžǐƶ!ƒ ýŅjƊďž!ƒ

.5 ƨ ǀǘǉƿƾ ƏǗǖƸǚȼǓ

جدول (26)

المتوسطات الحسابية والانحرافات المعيارية واختبار "ت" لآراء أفراد العينة حول مستوى استخدام متطلبات إدارة المعرفة تبعاً لمتغير سنوات الخدمة

	5 ǀǘ ƙƒǍǉ ƴǒƻ		10-6 ǀǘ ƙƒǍǉ		ƒǂǂƨ 10 ǀǘ ƙƒǍǉ		2 ƀǘǖǒ	ƒǙǘǆ!ƒ ƀǖǊƮơǙƒ
	Ɗƪ ǍǙǘ!ƒ Ǒǚǎƪơ!ƒ	2 ƒƨơǋǙƒ ǐ ƨǋǖǘ!ƒ	Ɗƪ ǍǙǘ!ƒ Ǒǚǎƪơ!ƒ	2 ƒƨơǋǙƒ ǐ ƨǋǖǘ!ƒ	Ɗƪ ǍǙǘ!ƒ Ǒǚǎƪơ!ƒ	2 ƒƨơǋǙƒ ǐ ƨǋǖǘ!ƒ		
ƀƸƨǘ!ƒ ƔǋƪǕǂƒ	2.80	.70	2.99	.69	3.18	.57	2.129	.126
ƀƸƨǘ!ƒ ǀǘǑƤǕ	3.04	.80	2.96	.66	3.26	.66	1.588	.211
ƀƸƨǘ!ƒ ƽǚǎƊǕ	3.20	.78	3.01	.75	3.17	.74	.472	.626
ƀƸƨǘ!ƒ ƴǀǋ	2.88	.62	2.96	.59	3.20	.66	2.045	.136
ƀƸƨǘ!ƒ ǁƨƒǒƒ	2.93		2.98		3.20		1.769	.177

ƨǔǖǛ ǎƨǔǕ (0.05>α) ƀǚƒǋƮơǙ ƀ!Ǜǒ ƙƒǉ ƽǍƨƸ ǒǍƞǍ ǘǒƵ (26) ƴǍǒƞ!ƒ ǀǘ ǀǚǎǖ

.ƀǚǂǂ!ƒ ƀƞƨǒ!ƒ ǑƸǍ ǒǋǒǕǛƒ ƴǚǘƞ ǑƸ ƀǘǒƤ!ƒ ƙƒǍǉ

(0.05≥α) ƀ!Ǜǒ!ƒ ǎǍǉǘ ǒǉƵ ƀǚƒǋƮơǙ ƀ!Ǜǒ ƙƒǉ ƙǋǒǍƨƸ ǒǍƞǍ ǘǒƵ ǀǚǎǖ ƽǎǉ ǋǘǘǍ

ƙƒƨǔǚǕǘ! ǎƨǔǕ ƀǔǚǂǂ!ƒ ƀǚǘǂƶ!ƒ ƀǚƶǘƞ!ƒ ǑƸ ƀƸƨƶǘ!ƒ ƔǋƪǕǂƒ ǒǋǒǕǛ ƴǍơ ƀǀǚƶ!ƒ ǒƒƨƸ ƇƒƨƇ ǑƸ

.ƴǘƶ!ƒ ƀƶǚǎƊ ǛƴǘƶǛƒ ǛǁƨǍƤ!ƒ ƙƒǍǉ ǛǑǘǂƶ!ƒ ƴǆǋǘ!ƒ ǛƩǀƞ!ƒ

!ƐǭƠǀǂøƨǗ **(0.05≥α)** ƕøǁǗǭǁƐ ŋǈǂƨǅ ǭǅŸ ƕǏƏƑƬƟǚ ƕǁǗǭ ǈǷ ƥƙƈ ǭǕǈǏ üǉ : ƧǅƑƠǁƐ üƐƊƨǁƐ

.ƕǏǕǭƥǛƐ ƕǏǀǂǅǁƐ ƕǏǅǂƴǁƐ ƕǏǃǅǕǁƐ Ǐƺ ƕƺƥƴǅǁƐ ƔƥƐǭǚ !ƳǭǏƺ ƕǏǭƑǏƾǁƐ ǗƑǅǅǛƐ

ǏƑƵ ǂǄƥǄǀ!ƒ ƢǄǅǈǜƒ ǅǒƥƤǋƨƒ ƨƛǛ ƨƒƥơǈǜƒ ýǆǀơǉ ǅǒƥƤǋƨƒ ǅǉ ýƒƏƨ!ƒ ƒǈǋ ǈǇƵ ǂǄƞǆǖ!

ǗǂǄǈƥƧǛƒ ǂǄǂǀǅǀ!ƒ ǂǄǅǀƶ!ƒ ǂǄƶǅƞ!ƒ Ǒ5 ǂ5ƧƶǅǄ!ƒ ǀƧƒƥǫ ǅƵƥ ǎǍǉƨǅ كما هو مبين في الجدول الآتي.

جدول (27)

نتائج تطبيق معادلة الانحدار المتعدد (Regression) لدراسة أثر الأنماط القيادية على مجال إدارة المعرفة ككل

ǂ!ǗƥƒƒǂǄƑƬơǗƒ	F	R^2	R	ǂ!ǗƥƒƒǂǄƑƬơǗƒ	T	B	ǏƥǄǀ!ƒ ƢǄǅǀ!ƒ
0.00	22.40	0.46	0.69	0.00	4.95	0.52	ǑƢƒƧǀǅǄƥ!ƒ ǏƥǄǀ!ƒ ƢǄǅǀ!ƒ
				0.01	2.75-	0.28-	ǑƢƒƧǀǉǍǗƒ ǏƥǄǀ!ƒ ƢǄǅǀ!ƒ
				0.03	2.26	0.20	Ƨơ!ƒ ǏƥǄǀ!ƒ ƢǄǅǀ!ƒ

ý‡‡ ǂ5ƧƶǅǄ!ƒ ǀƧƒƥǫ ýǇƞǅ ǏǂƵ ǃƧǑƛǉ ǂǄƥǄǀ!ƒ ƢǄǅǈǛƒ ƧƛǂƊ ǇƊ ǀǋǈƒ!ƒ ýǍƥƞ!ƒ ǇƊǅ ƧǈǗǑ

ǅǄƥ ǑǈǍ ǗǑ!ƒǉ!ƒ ǏǂƵ (4.95 Ǘ0.52) (t Ǘβ) ǅǄƥ ƩǂƝ ǂǄơ ǑƢƒƧǀǅǄƥ!ƒ ǏƥǄǀ!ƒ ƢǅǀǄ!ƒ ǍǈǇ

ýƒƥǍ ǏƥƧƢ ƧƛƊ ƥǍƞǍ ǏǂƵ ýƥǄ ƒǋǈǍ Ǘ(0.05≥α) ǂ!ǗƥƒƒǍǉǅǄǅǄǉǅƥƵ ǂǄƑƬơǫ ǂ!ƒƥǍ ǂǇƞǍǅ

ǇǇƞ ǂǄǀǇǀ!ƒ ǂǇǉƧǅ!ƒ Ǒ5Ǎ Ǘ ý‡‡ ǂ5ƧƶǅǄ!ƒ ǀƧƒƥǫ ǏǂƵ ǑƢƒƧǀǅǄƥ!ƒ ǏƥǄǀ!ƒ ƢǄǅǀ!ƒ ǅǒƥƤǋƨǗ ǂǄƑƬơǫ

ǂǇ!ǇƨǛ ǅǄƥ ǑǈǍ ǗǑ!ƒǉ!ƒ ǏǂƵ (2.75- Ǘ0.28-) (t Ǘβ) ǅǄƥ ƩǂƝ ǂǄơ ǑƢƒƧǀǉǍǗƒ ǏƥǄǀ!ƒ ƢǅǀǄ!ƒ

ǏƥǄǀ!ƒ ƢǄǅǀ!ƒ ǅǒƥƤǋƨǗ ǂǄƑƬơǫ ǂ!ƒƥǍ ǑƨƧǂƵ ƧƛǅƥǍƞǍ ǏǂƵ ýƥǄ ƒǋǈǍ ǂǄƑƬơǫ ǂ!ƒƥ Ǎ

ǂǄơ Ƨơ!ƒ ǏƥǄǀ!ƒ ƢǅǀǄ!ƒ ǇǇƞ ǀƧǄƤǗƒǍ ǂƛ!ǇƛǛ!ƒ ǂǇǉƧǅ!ƒ Ǒ5Ǎ Ǘ ý‡‡ ǂ5ƧƶǅǄ!ƒ ǀƧƒƥǫ ǏǂƵ ǑƢƒƧǀǉǍǗƒ

ǏǂƵ ýƥǄ ƒǋǈǍ ǂǄƑƬơǫ ǂ!ƒƥǍ ǂǇƞǍǅ ǅǄƥ ǑǈǍ ǗǑ!ƒǉ!ƒ ǏǂƵ (2.26 Ǘ0.20) (t Ǘβ) ǅǄƥ ƩǂƝ

.ý‡‡ ǂ5ƧƶǅǄ!ƒ ǀƧƒƥǫ ǏǂƵ Ƨơ!ƒ ǏƥǄǀ!ƒ ƢǅǀǄ!ƒ ǅǒƥƤǋƨǗ ǂǄƑƬơǫ ýƒƥ ǏƥƧƢ ƧƛǅƥǍƞǍ

[illegible]

[illegible]

[illegible]

[illegible]

.(2009)

[illegible]

[illegible] **(0.05≥α)**

[illegible]

[illegible]

[illegible]

[illegible]

جدول (28)

نتائج تطبيق معادلة الانحدار المتعدد (Regression) لدراسة أثر الأنماط القيادية على بُعد اكتساب المعرفة

[illegible]	F	R^2	R	[illegible]	T	B	[illegible]
0.00	27.76	0.52	0.72	0.00	5.79	0.58	[illegible]
				0.01	-2.65	-0.26	[illegible]
				0.00	3.84	0.32	[illegible]

ĂNj ŀ5ƧƵdž!ƒ ƔǴƪƙǂƒ ƥƶǸ ǏƵ ǂƧŏƛdk ŀŏƥĜŏl!ƒ ƱĜdžǉǕƒ Ƨƛǂ LJ ƽhĜƪ!ƒ ýĂƥƞ!ƒ LJdž ƧnjƲŏ

ŀhƞĂdž Džŏp ŎNjĂ ÜŎ!ƒĂƙ!ƒ ǏƵ (5.79 Ü0.58) (t Üβ) Džŏp Ƹhǘ ŀŏơ ŎƱƒƧldžŏƥ!ƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ

ǂŏƑĜƬơ ýƒƥĂ ĭƥƧƱ Ƨƛ ƥĂƞĂ ǏƵ ýƥŏ ƒƦNjĂ Ü(0.05≥α) ŀ!Ǔƥ!ƒ ăĂƙƪdž ƥǉƵ ǂŏƑĜƬơ ŀ!ƒƥĂ

ĭƥĜŏl!ƒ Ʊdžǉ!ƒ ĆĜƞ ŀŏǉĜƛ!ƒ ŀhƙƧdž!ƒ Ŏ5Ă ÜŀƼƧƵdž!ƒ ƔǴƪƙǂƒ ǏƵ ŎƱƒƧldžŏƥ!ƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ DžƒƥƤƙƪǓ

ƒƦNjĂ ǂŏƑĜƬơ ŀ!ƒƥĂ ŀhƞĂdž Džŏp ŎNjĂ ÜŎ!ƒĂƙ!ƒ ǏƵ (3.84 Ü0.32) (t Üβ) Džŏp Ƹhǘ ŀŏơ Ƨơ!ƒ

ÜŀƼƧƵdž!ƒ ƔǴƪƙǂƒ ǏƵ Ƨơ!ƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ DžƒƥƤƙƪǓ ǂŏƑĜƬơ ýƒƥĂ ĭƥƧƱ Ƨƛ ƥĂƞĂ ǏƵ ýƥŏ

- Ü0.26-) (t Üβ) Džŏp Ƹhǘ ŀŏơ ŎƱƒƧlƙĂǓƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ ĆĜƞ lƧŏƤǕƒĂ ŀƛ!Ĝƛ!ƒ ŀhƙƧdž!ƒ Ŏ5Ă

ýƒƥĂ Ŏƪǂ Ƨƛ ƥĂƞĂ ǏƵ ýƥŏ ƒƦNjĂ ǂŏƑĜƬơ ŀ!ƒƥĂ ŀh!Ĝƪ Džŏp ŎNjĂ ÜŎ!ƒĂƙ!ƒ ǏƵ (2.65

.ŀ5ƧƵdž!ƒ ƔǴƪƙǂƒ ǏƵ ŎƱƒƧlƙĂǓƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ DžƒƥƤƙƪǓ ǂŏƑĜƬơ

Ŏ5 ŀƪƒƧƥ! ŀƵdžƙƞdž ŀlƙƪdž!ƒ ƘƒƧŏƺƙdž!ƒ Ƨŏƛdk lĂp LJ ƽhĜƪ!ƒ ýĂƥƞ!ƒ LJdž ƧnjƲŏ Ĝdžǂ

(R^2) ŀdžŏp Ƙƺhǘ Ĝdžǂ ÜĜƥƑĜƬơ ŀ!ƒƥ ŀdžŏp ŎNjĂ (0.72) ŎNj (R) ŀdžŏlh ýƛdžƙƙ Ŏƙ!ƒĂ yhĜƙ!ƒ Ƨŏƺƙdž!ƒ

Ƨƒƥldžh yhĜƙ!ƒ Ƨŏƺƙdž!ƒ ǏƵ Ƨŏƛdƙ!ƒ Ŏ5 ŀlƙƪdž!ƒ Ƙƒƥŏƺƙdž!ƒ ăƥ! lƧƥp ƥĂƞĂ ǏƵ ýƥŏ ƒƦNjĂ (0.52)

Ü(0.05= α) ŀ!Ǔƥ!ƒ ăĂƙƪdž ƥǉƵ ĜƥƑĜƬơ ŀ!ƒƥ ŀdžŏp ŎNjĂ (27.76) (F) ŀdžŏp ƘƺhǘĂ Ü(%52)

.ŀ5ƧƵdž!ƒ ƔǴƪƙǂƒ ǏƵ ŀdžƥƤƙƪdž!ƒ ŀŏƥĜŏl!ƒ ƱĜdžǉǖ! ĜŏƑĜƬơ ýƒƥ Ƨƛƒ ƥĂƞĂ ǏƵ ýƥŏ ƒƦNjĂ

[illegible] (0.05≥α)

[illegible]

[illegible]

[illegible]

[illegible].

2. [illegible]

جدول (29)

نتائج تطبيق معادلة الانحدار المتعدد (Regression) لدراسة أثر الأنماط القيادية على بُعد تخزين المعرفة

[illegible]	F	R^2	R	[illegible]	T	B	[illegible]
0.00	10.01	0.28	0.53	0.00	3.13	0.38	[illegible]
				0.05	2.03-	0.24-	[illegible]
				0.18	1.37	0.14	[illegible]

[illegible]

[illegible] (3.13 ،0.38) (t ،β) [illegible]

[illegible] (0.05≥α) [illegible]

[illegible]

[illegible] (2.03- ،0.24-) (t ،β) [illegible]

LJŏƨƤƙ ĬŨƵ ŎƱƒƧlƙĂŬƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ DžƒƥƤƙƪŬ Ŏƪǂ Ƶ ƧƛD ƥĂŋĂ ĬŨƵ ýƥŏ ƒƦNjĂ ǇŏƑĜƮơƹ

Ü0.14) (t Üβ) Džŏp Ƙʒǖƞ ƚŏơ Ƨơ!ƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ ĈĜŋ lƧŏƤŪƒĂ ƚƛ!Ĝƛ!ƒ ƚƞƙƧdž!ƒ Ŏ5Ă ÜƚƼƧƶdž!ƒ

Ƨŏƹ Ă ĭƥƧƱ ƧƛD ƥĂŋĂ ĬŨƵ ýƥŏ ƒƦNjĂ ǇŏƑĜƮơƹ ƚ!ƒƥ Ƨŏƹ Ă ƚƞŋĂdž Džŏp ŎNjĂ ÜŎ!ƒĂƙ!ƒ ĬŨƵ (1.37

.ƚƼƧƶdž!ƒ LJŏƨƤƙ ĬŨƵ Ƨơ!ƒ ĭƥĜŏl!ƒ Ʊdžǉ!ƒ DžƒƥƤƙƪŬ ǇŏƑĜƮơƹ ýƒƥ

Ŏ5 ƚƪƒƧƥǖ! ƚƶdžƙŋdž ƚǖlƙƪdž!ƒ ƘƒƧŏʒƙdž!ƒ ƧŏƛdžƙlĂp LJD ƭƞĜƪ!ƒ ýĂƥŋ!ƒ LJdž ƧnjƱŏ Ĝdžƚ

(R^2) ƚdžŏp Ƙʒǖƞ Ĝdžƚ ÜĜǇƑĜƮơƹ ƚ!ƒƥ ƚdžŏp ŎNj (0.53) ƚʒ!Ĝƞ!ƒ (R) ƚdžŏlƞ ýƛdžƙƙ Ŏƙ!ƒĂ yƞĜƙ!ƒ Ƨŏʒƙdž!ƒ

yƞĜƙ!ƒ Ƨŏʒƙdž!ƒ ĬŨƵ ƧŏƛdžƙlĂ Ŏ5 ƚǖlƙƪdž!ƒ ƘƒƧŏʒƙdž!ƒ ăƥ! lƧƥp ƥĂŋĂ ĬŨƵ ýƥŏ ƒƦNjĂ (0.28)

ƥǉƵ ĜǇƑĜƮơƹ ƚ!ƒƥ ƚdžŏp ŎNjĂ (10.01) (F) ƚdžŏp ƘʒǖƞĂ Ü(%28) ƧƒƥlƞƟ (ƚƼƧƶdž!ƒ LJŏƨƤƙ)

ƚŏƥĜŏl!ƒ ƱĜdžǉŪƒ LJŏƞ ƚŏƑĜƮơƹ ƚ!Ŭƥ ƘƒƦ ƚpǔƵ ƥĂŋĂ ĬŨƵ ýƥŏ ƒƦNjĂ Ü(0.05= α) ƚ!Ŭƥ!ƒ ăĂƙƪdž

.ƚƼƧƶdž!ƒ LJŏƨƤƙĂ ƚdžƥƤƙƪdž!ƒ

[illegible] (0.05≥α)

[illegible]

[illegible]

[illegible].

3. [illegible]

جدول (30)

نتائج تطبيق معادلة الانحدار المتعدد (Regression) لدراسة أثر الأنماط القيادية على بُعد نقل المعرفة

[illegible]	F	R^2	R	[illegible]	T	B	[illegible]
0.00	6.33	0.20	0.45	0.11	1.62	0.21	[illegible]
				0.02	2.45-	0.31-	[illegible]
				0.54	0.62	0.07	[illegible]

[illegible]

[illegible] (2.45- ،0.31-) (t ،β) [illegible]

[illegible] ،(0.05≥α) [illegible]

[illegible]

[illegible] (1.62 ،0.20) (t ،β) [illegible]

[illegible]

(t ،β) [illegible]

[illegible] (0.62 [illegible] 0.07)

[illegible].

[illegible]

(R^2) [illegible] (0.45) [illegible] (R) [illegible]

[illegible] (0.20)

[illegible] (0.05= α) [illegible] (6.33) (F) [illegible] (%20)

[illegible].

(**0.05≥α**) [illegible]

[illegible].

[illegible]

[illegible].

4. [illegible] .

جدول (31)

نتائج تطبيق معادلة الانحدار المتعدد (Regression) لدراسة أثر الأنماط القيادية على بُعد تطبيق المعرفة

[illegible]	F	R^2	R	[illegible]	T	B	[illegible]
0.00	13.33	0.34	0.59	0.00	4.14	0.48	[illegible]
				0.13	1.54-	0.18-	[illegible]
				0.63	0.49	0.05	[illegible]

ĂNj ŁϿƧƶdž!ƒ ʂöħƱƙ þƶǸ ǏǁƵ ƭƧöƛdk ŁöþĜöl!ƒ ƱĜdžǉŪƒ Ƨƛǂ ǇD ʂħĜʅ!ƒ ýĂþŋ!ƒ ǇJdž ƧnjƱö

ŁħŋĂdž Džöp ŎNjĂ ÜŎ!ƒĂk!ƒ ǏǁƵ (4.14 Ü0.48) (t Üβ) Džöp ƘƷǁħ Łöơ ŎƱƒƧldžöþ!ƒ ĭþĜöl!ƒ Ʊdžǉ!ƒ

ƭöƑĜƮơǫ ýƒþĂ ĭþƧƱ ƧƛD þĂŋĂ ǏǁƵ ýþö ƒƦNjĂ Ü(0.05≥α) Ł!Ǔþ!ƒ ăĂkʅdž þǉƵ ƭöƑĜƮơǫ Ł!ƒþĂ

ĭþĜöl!ƒ Ʊdžǉ!ƒ ĈĜŋ ŁöǉĜƛ!ƒ ŁħkƧdž!ƒ Ŏ5Ă ÜŁ5Ƨƶdž!ƒ ʂöħƱƙ ǏǁƵ ŎƱƒƧldžöþ!ƒ ĭþĜöl!ƒ Ʊdžǉ!ƒ DžƒþƤkʅŬ

Ł!ƒþ ƧöƹĂ Łħ!Ĝʅ Džöp ŎNjĂ ÜŎ!ƒĂk!ƒ ǏǁƵ (1.54- Ü0.18-) (t Üβ) Džöp ƘƷǁħ Łöơ ŎƱƒƧlkĂǓƒ

ĭþĜöl!ƒ Ʊdžǉ!ƒ DžƒþƤkʅŬ ƭöƑĜƮơǫ ýƒþ ƧöƹĂ Ŏʅǂ Ƶ ƧƛD þĂŋĂ ǏǁƵ ýþö ƒƦNjĂ ، ƭöƑĜƮơǫ

Łöơ Ƨơ!ƒ ĭþĜöl!ƒ Ʊdžǉ!ƒ ĈĜŋ lƧöƤŪƒĂ Łƛ!Ĝƛ!ƒ ŁħkƧdž!ƒ Ŏ5Ă ÜŁ5Ƨƶdž!ƒ ʂöħƱƙ ǏǁƵ ŎƱƒƧlkĂǓƒ

ýþö ƒƦNjĂ ƭöƑĜƮơǫ Ł!ƒþ ƧöƹĂ ŁħŋĂdž Džöp ŎNjĂ ÜŎ!ƒĂk!ƒ ǏǁƵ (0.49 Ü0.05) (t Üβ) Džöp ƘƷǁħ

.Ł5Ƨƶdž!ƒ ʂöħƱƙ ǏǁƵ Ƨơ!ƒ ĭþĜöl!ƒ Ʊdžǉ!ƒ DžƒþƤkʅŬ ƭöƑĜƮơǫ ýƒþ ƧöƹĂ ĭþƧƱ ƧƛD þĂŋĂ ǏǁƵ

Ŏ5 Łʅƒ Ƨþǁ! Łƶdžkŋdž Łǁlkʅdž!ƒ Ƙƒ Ƨöƺkdž!ƒ Ƨöƛdk lĂp ǇD ʂħĜʅ!ƒ ýĂþŋ!ƒ ǇJdž ƧnjƱö Ĝdžǂ

(R^2) Łdžöp ƘƷǁħ Ĝdžǂ ÜĜþƑĜƮơǫ Ł!ƒþ Łdžöp ŎNjĂ (0.59) (R) Łdžölħ ýƛdžkk Ŏk!ƒĂ yħĜk!ƒ Ƨöƺkdž!ƒ

Ƨƒþldžħ yħĜk!ƒ Ƨöƺkdž!ƒ ǏǁƵ Ƨöƛdk!ƒ Ŏ5 Łǁlkʅdž!ƒ Ƙƒ Ƨöƺkdž!ƒ ăþ! lƧþp þĂŋĂ ǏǁƵ ýþö ƒƦNjĂ (0.34)

Ü(0.05= α) Ł!Ǔþ!ƒ ăĂkʅdž þǉƵ ĜþƑĜƮơǫ Ł!ƒþ Łdžöp ŎNjĂ (13.33) (F) Łdžöp ƘƷǁħĂ Ü(%34)

.Ł5Ƨƶdž!ƒ ʂöħƱkĂ ŁdžþƤkʅdž!ƒ ŁöþĜöl!ƒ ƱĜdžǉŪƒ ǇJöħ ŁöƑĜƮơǫ Ł!Ǔþ ƘƒƦ ŁþǖƵ þĂŋĂ ǏǁƵ ýþö ƒƦNjĂ

[illegible]

[illegible]

[illegible] :

1 [illegible] (3012) [illegible] (0.70) [illegible] (2.93) [illegible] (0.78) [illegible] (2.81) [illegible] (0.95).

2 [illegible] (3.07) [illegible] (0.58) [illegible] :

أ- [illegible] (3.12) [illegible] (0,74).

ب- [illegible] (3.11) [illegible] (0.70).

ĭƨƓùŏƶďž ƻƒƨơǉƒĂ (3.05) ŎƞƓʅơ Ʊʅ ĂƙďžƞŦƼƨƶďž!ƒ ýǀǉ" ƥƶǸ ŦƛǃƓƛ!ƒ ŦƞƙƨďžƵ!ƒ ŎƼ ƇƓɳ -Ш

. (0.64)

ŎƞƓʅùơ Ʊùʅ ĂƙďžƞĂ ŦùƼƨƶďž!ƒ ƔƓʅùƙǂƒ ƥùƶǸ ǀƨùŏƤǕƒĂ ŦƶƞƒƨƵ!ƒ ŦƞƙƨďžƵ!ƒ ŎƼ ƇƓɳ -ƥ

.(0.65) ĭƨƓŏƶďž ƻƒƨơǉƒĂ(3.03)

ýĂùơ ŦǉŏƶƵ!ƒ ƥƒƨƼƊ Ƈƒƨƈ ŎƼ (0.05≥α) Ŧ!Ǖƥ!ƒ ăĂƙʅďž ƥǉƵ ŦŏƑƓƮơǫ Ŧ!Ǖƥ Ƙƒƙ ƘƓƥĂƨƼ ǇŏƞƙƵ-3

ÜΣǉùɳ!ƒ) ŦŏƽŏƱĂ!ƒĂ ŦŏƮƤƮ!ƒ ýďžƒĂƶǃ! ăƨƶƙ ŦŏǂǃďžƵ!ƒ ŦŏďžǃƶƵ!ƒ Ŧŏƶďžɳ!ƒ ŎƼ ǀƥƑƓʅ!ƒ ŦŏƥƓŏǀ!ƒ ƱƓďžǉǕƒ

.(ǀƨƞƤ!ƒ ƘƒĂǉʅ ,ŎďžǃƶƵ!ƒ ýǋǇƋďžƵ!ƒ ÜŎƽŏƱĂ!ƒ Ĭďžʅďž!ƒ ÜƨďžƶƵ!ƒ

. ƱƓďžǉǕƒ ýŏďžɳ Ŏƽʅǉɳ!ƒ ƨƛǕ ăƨƶƙ (0.05 = α) ŦŏƑƓƮơǫ Ŧ!Ǖƥ Ƙƒƙ ƾĂƨƼ ƥĂɳĂ ǅƥƵ ǇŏƞƙƵ-Ɗ

ĭƥƓùŏǀ!ƒ Ʊďžǉù!ƒ ŎùƼƨďžƶ!ƒ ƨùƛǕ ăƨƶƙ (0.05>α) ŦŏƑƓƮơǫ Ŧ!Ǖƥ Ƙƒƙ ƾĂƨƼ ƥĂɳĂ ǇŏƞƙƵ-Ɣ

ĭƥƓùŏǀ!ƒ Ʊďžǉ!ƒ ŎƼ ƓŏƑƓƮơǫ Ŧ!ƒƥ ƾĂƨƼ ƨǌƱƙ ǅ! ƓďžǉŏƞÜŎƱƒƨƥĂƙĂǕƒ ĭƥƓŏǀ!ƒ ƱďžǉƵ!ƒĂ ŎƱƒƨǀďžŏƥ!ƒ

.ƨơ!ƒ

ĭƥƓùŏǀ!ƒ Ʊďžǉù!ƒ ŎƼ ýďžƵ!ƒ ŦƶŏƞƱ ƨƛǕ ăƨƶƙ (0.05 = α) ŦŏƑƓƮơǫ Ŧ!Ǖƥ Ƙƒƙ ƾĂƨƼ ƥĂɳĂ-Ш

ǅƒƥƤƙùʅƒ ǅùƙ ŦŏƞƓʅùơ!ƒ ƘƓƱùʅĂƙďž!ƒ ǇŏƞƓŏƑƓƮơǫ Ŧ!ƒƥ!ƒ ŦŏɳĂƨ!ƒ ƾĂƨƼ!ƒ ǇƓŏƞ!Ă ÜŎƱƒƨǀďžŏƥ!ƒ

Ŧù!ƒƥ ƾĂƨùƼ ƨùǌƱƙ ǅù! ƓďžǉŏƞĂ .(22) ýĂƥɳ!ƒ ŎƼ ǇŏƞďžƵ ĂǋǉƓďžǂ ǊŏƽƮ ŦǀŏƨƱƞ Ŧŏƥƶƞ!ƒ ƘƓǉƨƓǀďžƵ!ƒ

.ƱƓďžǉǕƒ ŎƤƓƞ ŎƼ ƓŏƑƓƮơǫ

Ʊďžǉù!ƒ ŎùƼ ýùďžƵ!ƒ ŦƶŏƞƱ ƨƛǕ ăƨƶƙ (0.05 = α) ŦŏƑƓƮơǫ Ŧ!Ǖƥ Ƙƒƙ ƾĂƨƼ ƥĂɳĂ ǇŏƞƙƵ-ƥ

.ƱƓďžǉǕƒ ŎƤƓƞ ŎƼ ƓŏƑƓƮơǫ Ŧ!ƒƥ ƾĂƨƼ ƨǌƱƙ ǅ! ƓďžǉŏƞÜŎƱƒƨǀďžŏƥ!ƒ ĭƥƓŏǀ!ƒ

ƱǆǉǰǊù!ƒ Ǒù5 Ǒǆǉǈƶ!ƒ ýǋǰƋǆǉ!ƒ ƧƛǕ̄ ăƨƶǨ (0.05 = α) ƗǒǲƓƮơƼ Ɨ!Ǔþ ƘƒƦ ƾĂƧ5 þĂƞĂ ǇǒǊǨ-ǰ

ƓǒǲƓƮùơƼ Ɨ!ƒþ ƾĂƧ5 ƧǌƱǨ ǄǓ! ƓǆǉǰǒǊ ÜƓǒǉƵ ƘƓƪƒƧþ Ơ!ƓƮ! ƾĂƧ5!ƒ ƘƇƓƞĂ ÜǑƱƒƧǀǆǉǒþ!ƒ ĭþƓǒǀ!ƒ

.ƱƓǆǉǰǕ̄ƒ Ǒp ƓǊ Ǒ5

ĭþƓǒǀ!ƒ Ʊǆǉǰ!ƒ Ǒ5 ǀƧǊƤ!ƒ ƘƒĂǰƪ ƧƛǕ̄ ăƨƶǨ (0.05>α) ƗǒǲƓƮơƼ Ɨ!Ǔþ ƘƒƦ ƾĂƧ5 þĂƞĂ-Ă

ĭþƓǒǀ!ƒ Ʊǆǉǰ!ƒ Ǒ5 ƓǒǲƓƮơƼ Ɨ!ƒþ ƾĂƧ5 ƧǌƱǨ ǄǓ! ƓǆǉǰǒǊ ÜǑƱƒƧǀǨĂǕ̆ƒ ĭþƓǒǀ!ƒ Ʊǆǉǰ!ƒĂ ǑƱƒƧǀǆǉǒþ!ƒ

.Ƨơ!ƒ

ƇƒƧƈ Ǒ5 (0.05≤α) Ɨ!Ǔþ!ƒ ăĂǨƪǆǉ þǰƵ ƗǒǲƓƮơƼ Ɨ!Ǔþ ƘƒƦ ƘƓpĂƧ5 þĂƞĂ ǄǓƵ ǇǒǊǨǒ -4

ÜΣǰƞ!ƒ ƘƒƧǒƺǨǆǉ! ăƨƶǨ ƗǒǂǆǉǉƑ!ƒ Ɨǒǆǉǈƶ!ƒ Ɨǒƶǆǉƞ!ƒ Ǒ5 Ɨ5Ƨƶǆǉ!ƒ ƔƓƪǨǂƒ þƓƶǄ ýĂơ Ɨǰǒƶ!ƒ þƒƧ5Ǆ

. Ǒ5ǒƱĂ!ƒ Ĭǆǉƪǆǉ!ƒ ÜƧǆǉƶ!ƒ ÜǀƧǊƤ!ƒ ƘƒĂǰƪ ÜǑǆǉǈƶ!ƒ ýǋǰƋǆǉ!ƒ

Ɨ5Ƨƶǆǉ!ƒ ǀƧƒþƼ ĬǈƵ ǑƱƒƧǀǆǉǒþ!ƒ ĭþƓǒǀ!ƒ ƱǆǉǰǊ!ƒ ǄƒþƤǨƪǕ ƓǒǲƓƮơƼ ýƒþĂ ĭþƧƱ ƧƛǄ þĂƞĂ -5

- Ü0.28-) (t Üβ) ǄǒǊ ƘƺǊǰ Ɨǒơ ǑƱƒƧǀǨĂǕ̆ƒ ĭþƓǒǀ!ƒ Ʊǆǉǰ!ƒ ƇƓƞ ƗǒǰƓƛ!ƒ ƗǊƧǆǉ!ƒ Ǒ5Ă Üýǂǂ

ƧǒƹĂ ǑƪǂƵ ƧƛǄ þĂƞĂ ĬǈƵ ýþǒ ƒƦǰĂ ƓǒǲƓƮơƼ ýƒþĂ ƗǊ!Ɠƪ ǄǒǊ ǑǋĂ ÜǑ!ƒĂǨ!ƒ ĬǈƵ (2.75

ƗǊƧǆǉ!ƒ Ǒ5Ă Ü ýǂǂ Ɨ5Ƨƶǆǉ!ƒ ǀƧƒþƼ ĬǈƵ ǑƱƒƧǀǨĂǕ̆ƒ ĭþƓǒǀ!ƒ Ʊǆǉǰ!ƒ ǄƒþƤǨƪǕ ƓǒǲƓƮơƼ ýƒþ

ÜǑ!ƒĂǨ!ƒ ĬǈƵ (2.26 Ü0.20) (t Üβ) ƘƺǊǰ Ɨǒơ Ƨơ!ƒ ĭþƓǒǀ!ƒ Ʊǆǉǰ!ƒ ƇƓƞ ǀƧǒƤǕ̄ƒĂ ƗƛƓƛ!ƒ

ǄƒþƤǨƪǕ ƓǒǲƓƮơƼ ýƒþ ĭþƧƱ ƧƛǄ þĂƞĂ ĬǈƵ ýþǒ ƒƦǰĂ ƓǒǲƓƮơƼ Ɨ!ƒþĂ ƗǊƞĂǆǉ ǄǒǊ ǑǋĂ

.ýǂǂ Ɨ5Ƨƶǆǉ!ƒ ǀƧƒþƼ ĬǈƵ Ƨơ!ƒ ĭþƓǒǀ!ƒ Ʊǆǉǰ!ƒ

-1

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ÙШɛþĐǏǁɛ ҺĐǏƏƑƨ

ҺĭǴþƴǁɛ ÙШɛþĐǏǁɛ

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.ǑҺƧƶ!ƒ Ƨǂƽ!ƒ

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pNjøĎþĭlll hø øyĎĵø øƜ

hĭþɛqŰɛ !Njŧylll Nj qFTŀ5Űɛ hĭŧl

høĎĵøylll ɣþɛqŰɛ !øø ƨ5

تقوم الباحثة بدراسة حول الأنماط القيادية الممارسة من قبل المديرين وعلاقتها في دعم إدارة المعرفة من وجهة نظر العاملين في الجمعية العلمية الملكية وذلك استكمالا لمتطلبات الحصول على درجة الماجستير في الادارة العامة في جامعة اليرموك .

يرجى قراءة فقرات الاستبانة المرفقة واختيار الاجابة التي تعكس الواقع الفعلي .علما بأن المعلومات التي ستعبأ من قبلكم ستعامل بسرية تامة ، ولن تستخدم الا لأغراض البحث العلمي .

اسم المشرف

الاستاذ الدكتور أحمد الشياب

الباحثة

رشا جنزير

معلومات شخصية:-

يرجى التكرم يوضع اشارة(×) امام العبارة التي تناسبك:-

الجنس: ❑ ذكر ❑ انثى

العمر : ❑ 25 سنة فأقل ❑26 - 30 سنة ❑ 31 - 40 سنة ❑ 41 فأكثر

طبيعة العمل : ❑مدير ❑ مسؤول وحدة ❑رئيس قسم ❑ موظف

المؤهل العلمي: ❑ دبلوم متوسط(كلية) ❑بكالوريوس ❑ ماجستير ❑دكتوراه

سنوات الخدمة : ❑سنتان فأقل ❑ من 3- 5 سنوات

❑ من 6 - 10 سنوات ❑11 سنوات فأكثر

فيما يلي مجموعة من العبارات التي تقييس الأنماط القيادية للمديرين في الجمعية العلمية الملكية يرجى اختيار درجة الموافقة التي تعبر عن رايك باعتبارك موظف في الجمعية العلمية الملكية بوضع اشارة (×) امام الفقرة المناسبة:-

الرقم	الفقرة	أوافق بدرجة عالية جدا	أوافق بدرجة عالية	أوافق بدرجة متوسطة	أوافق بدرجة ضعيفة	أوافق بدرجة ضعيفة جدا
النمط القيادي الديمقراطي						
1	**يتعامل مديري مع الموظفين بعدالة واحترام .**					
2	**يستخدم مديري اسلوب المشاركة بين الموظفين ويشركهم في عملية صنع القرار**					
3	**يقوم مديري بتفويض السلطة والصلاحيات للموظفين .**					
4	**يقوم مديري بتوفير بيئة عمل تعتمد على التعاون و خلق بيئة مثمره وايجابيه للموظفين .**					
5	**يستخدم مديري اسلوب التفكير الجماعي وتعميق الاحساس بالانتماء للجماعة .**					
6	**ينمي مديري روح الابتكار لدى الموظفين .**					
7	**يتابع مديري مشكلات الموظفين لديه و يعمل على حلها باسلوب عادل .**					
8	**يعطي مديري الحرية في ابداء الراي في العمل.**					
9	**يتقبل مديري الانتقاد و يناقشه بصورة شفافه مع الموظفين .**					
النمط القيادي الاوتقراطي						
10	**يعتمد مديري اسلوب التحكم والضغط على الموظفين لاجبارهم على انجاز العمل المطلوب .**					
11	**يقوم مديري باتخاذ القرارت المتعلقة بالعمل بمفرده دون مشاركة الموظفين .**					
12	**يقتصر دور الموظفين على اطاعة أوامر المدير .**					
13	**يطلب مديري الرجوع اليه دائما قبل اي قرار .**					
14	**لا يقوم مديري بتفسير اي قرار يتخذه مع الموظفين .**					
15	**يستخدم مديري اسلوب التهديد والعقاب كاداة لضمان سير لعمل .**					
16	**لا يشارك مديري الموظفين في كافة القرارت و الاعمال**					
النمط القيادي الحر						
17	**يتاثر مديري برغبات الموظفين التابعين له .**					
18	**يتساهل مديري مع الموظفين المقصرين في عملهم ولا يتخذ اي عقوبات بحقهم**					
19	**يكون للموظفين الحرية الكاملة في وضع السياسات والقرارات .**					
20	**يتجنب مديري التدخل في حل النزاعات و المشاكل بين الموظفين .**					
21	**يتغاضى مديري عن التجاوزات التي يقوم بها الموظفين لديه مهما كانت هذه التجاوزات .**					

22	يعطي مديري الحرية للموظفين للقيام بواجباتهم بما يتناسب مع حاجات العمل.					
23	يراعي مديري الجانب الانساني للموظفين على مصلحة العمل.					
24	يعمل مديري بدون تخطيط مسبق.					
25	يهتم مديري بانجاز الأعمال ذات الأهمية الكبرى .					

فيما يلي مجموعة من العبارات التي تقييس مستوى دعم ادارة المعرفة بأبعادها الأربعة (اكتساب المعرفة ،تخزين المعرفة ،نقل المعرفة ، تطبيق المعرفة) في الجمعية العلمية الملكية يرجى اختيار درجة الموافقة التي تعبر عن رايك بوضع اشارة (×) امام الفقرة المناسبة:-

الرقم	الفقرة	أوافق بدرجة عالية جدا	أوافق بدرجة عالية	أوافق بدرجة متوسطة	أوافق بدرجة ضعيفة	أوافق بدرجة ضعيفة جدا
	اكتساب المعرفة					
1	**يوفر المدير سياسات عمل دائمة لحرية البحث .**					
2	**يوفرالمدير حوافز للموظفين المشاركين في الحصول على المعرفة .**					
3	**يوفرالمدير المناخ المناسب لتبادل المعرفة والخبرات بين الموظفين .**					
4	**يوفر المدير فرص التعلم الذاتي للعاملين .**					
5	**يسهل المدير استخدام الشبكة الداخلية لتسهيل تدفق المعلومات وتبادل المعرفة .**					
6	**تشجع الموظفين على تطوير المعرفة لديهم .**					
7	**يوفر المدير اليات لاستقبال الاراء والمقترحات بين الموظفين.**					
8	**لا يواضب المدير على اعلام جميع الموظفين بالمستجدات المعرفية .**					
9	**يضع المدير ميزانية مناسبة لدعم مشاريع ادارة المعرفة .**					
10	**ينشر المدير ثقافة المبادرة الفردية والجماعية بين الموظفين .**					
11	**يوجد خطة لدى المدير لتوقع التغيرات التي تطرأ على المحتوى المعرفي .**					
12	**يقوم المدير بتقييم الموجودات المعرفية .**					
	تخزين المعرفة					
13	**يتم تخزين جميع انواع المعرفة التي يكتسبها الموظف .**					
14	**يستخدم مديري المعلومات المخزنة في حل الكثير من المشكلات .**					
15	**يستخدم مديري الارشيف والمستندات الورقية .**					
16	**يستخدم مديري اساليب تكنولوجية في تخزين المعرفة**					
17	**يوجد نظام دائم لصيانة موجودات المعرفة والمحافظة عليها.**					
81	**يحرص مديري على وضع تعليمات واضحة لاسترجاع المعرفة المخزنة لديه .**					
	تطبيق المعرفة					
91	**تحرص الجمعية على تحديد المعرفة وتطبيقها لتحسين الاداء .**					

20	يكلف مديري احد الموظفين بمتابعة تطبيق المعرفة للاستفادة منها .					
21	يوجد في الجمعية فريق متكامل لادارة المعرفة وتطبيقها .					
22	تستخدم الجمعية مقاييس ومعايير تسيطر من خلالها على المعرفة المطبقه .					
23	يسعى مديري لتوظيف المعرفة التنظيمية لزيادة الانتاجية .					
	نقل المعرفة					
24	يتم توزيع المعرفة من خلال شبكة داخلية تساعد الافراد في الوصول الى قواعد البيانات .					
25	يتم نشر وتوزيع نشرات ودوريات مختلفة .					
62	يتم عقد ندوات وورشات عمل داخلية .					
27	يتم تفعيل دور وسائل الاعلام وتوظيفها في نقل المعرفة داخل الجمعية .					
28	يتم تعزيز مناخ داعم لتبادل المعرفة في الافكار بين كافة الموظفين .					
30	يبادر المدير بايصال المعرفة المتوفرة الى جميع الموظفين .					
31	يشجع المدير الموظفين على الاستفادة من مخزون المعرفة المتوفرة في الجمعية .					
32	يتم دعوة خبراء من خارج الجمعية للمشاركة في ورش العمل والندوات والمحاضرات ذات العلاقة بالمعرفة .					

Abstract

Janzeer, Rasha. Managerial Leadership Styles Practices and Their Effect on Knowledge Management: From Employees Perspective of Royal Scientific Society M.P.A. Thesis. Yarmouk University,2013.(Supervised Prof. Ahmad AL-Shiyab).

This study conducted to recognize the management styles exercised by managers and its relationship to support the knowledge management for the coworkers in Royal Scientific Society and to know to what extent the coworkers apply the acknowledge management and how demographics (gender, age, work conditions, university degree and experience) affects the management styles and the knowledge management.

The study environment included all Royal Scientific Society which are (400) employees, (123) questionnaires had been distributed to whom has direct relation to knowledge management process or can take advantage from it. (80) Questionnaires' had been gathered and were valid for analysis.

In efforts to achieve the study objectives, answering its own questions and testing its hypothesis, the data gathered from the questionnaires had been analyzed after assuring that it has all the necessary information using SPSS software through: Frequencies and percentages, Cornbrash's alpha, Arithmetic averages and standard deviations, T-Test and ANOVA.

The conclusion was:

1- Democratic management style is the dominant management style in the Royal Scientific Society.

2- It has been discerned that there is medium level usage of knowledge management demands (knowledge acquisition, knowledge store, knowledge transfer, knowledge application) in Royal Scientific Society, the greatest was knowledge application and the lowest was knowledge acquisition.

3- There are significantly statistical differences in respondents attributed to factors such as age, work conditions, degree and experience) and there were no significantly statistical differences related to gender.

4- There were no significantly statistical differences at $\alpha \leq 0.05$ in respondent's opinions about knowledge acquisition dimensions in Royal Scientific Society attributed to gender, age, work conditions, university degree and experience.

5- There is significantly statistical result that determines the importance of the relation between management styles in support and management of knowledge in Royal Scientific Society.

The study concluded some recommendations among them:

1- More attention should be provided by management to improve employees' innovative skills through engaging them in training programs, and Conducting training sessions for all employees and stimulating them to participate in scientific sessions to keep them updated with latest knowledge findings.

2- Enhancing knowledge support procedures and take advantage from implicit knowledge that current managers possess and document it in efforts to transfer it from the managers to knowledge base available to everybody.

3- Invite expertise from outside the Royal Scientific Society to participate in work labs, sessions and lectures that pertain knowledge, more focus should be provided from the top management to knowledge management to improve the knowledge management productivity.

Key words: Leadership Styles, Knowledge Management, Perspective of Royal Scientific Society.